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THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 9 □ NO. 6 □ JUNE/JULY 1989

RESTAURANTSUSA

Mentoring

ASSOCIATION MEETINGS

SEMINARS

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9/19 San Diego, CA
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8/9 Philadelphia, PA
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6/27 Portland, ME
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8/15 Boston, MA
9/25 Baltimore, MD
9/26 Minneapolis, MN
9/27 Cincinnati, OH
9/27 Denver, CO

Healthy Profits Through Nutrition
9/18 Chicago, IL

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9/11 Chicago, IL

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9/25-26 Long Beach, CA

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7/17 Pittsburgh, PA
8/14 Cincinnati, OH
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6/19 Chicago, IL
8/7 Arlington, TX
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USA

VOL. 9 NO. 6 JUNE/JULY 1989

Senior Director Editor Jeffrey R. Prince, Sylvia Rivchun-Somerville
Managing Editor Elizabeth Wallace
Washington Report Coordinator Denise Roach
Staff Contributors Charles M. Dyke, Julie Fintel, Stephanie Gordon, Philip Kralovec, Dan Marx, Nancy Michalski, Susan Mills, Sebastian O'Kelly, Anne E. Papa, Claire Regan, B. Hudson Riehle, David Slater
Art Direction *Magazine:* Tom Bellucci, Richard Earle *Covers:* Cecelia Niepold
Word Processing Operator Agnes Harkins

Editorial office and association headquarters 1200 Seventeenth St., N.W. Washington, DC 20036-3097 (202) 331-5900
Chicago office 150 N. Michigan Ave., Suite 2000 Chicago, IL 60601 (312) 853-2525

Restaurants USA (ISSN 0890-5584) is published monthly, except combined June/July issue, by the National Restaurant Association, 1200 Seventeenth St., N.W., Washington, DC 20036-3097. Membership dues include a one-year subscription to ***Restaurants USA***. The nonmember subscription fee is $125 per year. Second-class postage paid at Washington, DC 20036-3097 and additional mailing offices.

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Postmaster, send address change to ***Restaurants USA***, 1200 Seventeenth St., N.W., Washington, DC 20036-3097.

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PRESIDENT'S REPORT

Harris H. "Bud" Rusitzky, President,
Serv-Rite Food Service and Consulting Corporation,
Pittsfield, New York

Drunk-driving solutions

This is my first report to you as President and Chairman of the Board of the National Restaurant Association. With your support and participation, I hope to make this year a positive chapter in the history of our industry.

On May 31, 1989, the Surgeon General released the *Proceedings of the Surgeon General's Workshop on Drunk Driving*, a document containing 72 pages of recommendations and strategies compiled during a workshop held last December. Something was missing from that workshop—mainly the representation of producers, distributors and retailers of alcoholic beverages. These groups weren't invited to participate. As a result, the recommendations produced are misinformed and misdirected.

The suggestions of the Surgeon General's report would do little to prevent the problem drinker from driving while intoxicated. They would, however, interfere in your operations in a variety of ways. Solutions such as raising excise taxes on alcohol, increasing server liability, banning "Happy Hours," or lowering the blood-alcohol content level (BAC) for legal intoxication will not keep the problem drinker from drinking.

Since 1984, the National Restaurant Association has urged you to participate in your industry alcohol awareness program, which calls for server training, customer education and reform of inhouse practices. If you are not involved, get involved now. After we have cleaned up our own house, we can justifiably press the government for a drunk-driving program that focuses on education of the public and rehabilitation of the problem drinker.

Minimum-wage hike vetoed

On June 13, President Bush vetoed legislation that would have raised the minimum wage to $4.55 per hour. Bush has said he would be willing to raise the minimum wage to $4.25 over three years with a six-month training wage. House Democrats were unable to raise enough votes for an override of the veto.

Both Democrats and Republicans in the House are already working on new minimum-wage legislation. Democrats are pushing for a bill to raise the minimum wage to $4.25 over two years and a 60-day training wage.

Your association is committed to no increase in the minimum wage. Please contact your representative and senators now and urge them not to raise the minimum wage.

Mandated health benefits—finally a version to support

Ever since Sen. Ted Kennedy (D-MA) introduced his mandated-health-benefits bill almost two years ago, the National Restaurant Association has been fighting against it. In the course of 12 months, the Kennedy bill would cost the small restaurant owner more than his net profit for an average year. The bill is the equivalent of a small-business massacre.

On June 23, Sen. Orrin Hatch (R-UT) introduced a mandated-health-benefits plan of his own. The National Restaurant Association is putting its support behind this bill.

The Hatch bill (S. 1274) supplies incentives and eliminates barriers for employers to provide health insurance

for employees. It includes measures that would reduce health-care and insurance costs.

The National Restaurant Association is concerned about the 37 million uninsured Americans and has been seeking a program that will resolve this problem without bankrupting business. We will actively support S. 1274.

Section-89 reform

On June 13, the Senate Finance Committee passed legislation to reform Section 89, the confusing and disruptive tax provision intended to equalize employee benefit programs. The implementation date for Section 89 has been moved back to October 1, 1989. An amendment to that legislation, supported by the National Restaurant Association, has changed the definition of part-time employees from employees working less than 25 hours per week to employees working less than 30 hours per week.

Although simplifying this bill is a step in the right direction, your association continues to support a total repeal of Section 89.

Action on solid waste

I have appointed board member Bob Wood (Bob Evans Farms, Inc., Columbus, Ohio) to chair a task force to coordinate industry response to the solid-waste crisis facing our nation and our industry.

In the immediate future, communities all across America will face the problem of solid-waste disposal. They should develop comprehensive programs that include a variety of disposal methods. Bans on materials—especially materials required for foodservice operations—are not the answer. (Foodservice wrappers account for only one-half of one percent of waste in our landfills.) The industry should be out in front advocating the right community programs for curtailing the solid-waste crisis.

A great Show

In a special report in this issue of ***Restaurants USA,*** you will read about the 70th Show held last May in Chicago. It was the most exciting and inspirational learning experience ever staged by our industry. More than 100,000 foodservice people attended. If you were not there, start planning for the 71st Show, scheduled for next May.

Welcome new members

Last month, 180 new members joined the National Restaurant Association. We welcome you. Your participation in the association's programs will strengthen both your own businesses and the industry as a whole.

Sincerely,

Harris H. "Bud" Rusitzky
President and Chairman of the Board

RESTAURANTS USA

COVER STORY
MENTORING—LEARNING THE ROPES FROM A PRO

12 For young people coming up in the restaurant business, having a mentor to provide guidance and nurturing can be a tremendous advantage. But the relationship has advantages for mentors as well. Not only do they receive admiration from their proteges, but also their ideas endure beyond their own careers. This article profiles some leading restaurant executives who have benefited from such relationships.

SPECIALS

15 Role models—inspiring by example
With the labor shortage extending into the next decade, there is no question that the industry needs role models to show young people how rewarding and successful hospitality careers can be. Restaurateurs across the country have found that their role-model activities lead to better employees and are an excellent way to serve their communities.

19 1989 Show Report
"There is no question about it," says National Restaurant Association Convention Chairman John Metz. "The foodservice industry has come of age—not only as a driving economic force in the nation, but also in the hearts and minds of the U.S. public, who in the last decade have come to appreciate the convenience, creativity and necessity of the industry's important services. It is time now for foodservice to take a statesmanlike role regarding national concerns and to build on this new public recognition to attract and nurture the young men and women who can be the future leaders of this great industry." This is the inspiring message that pervaded the 1989 National Restaurant Association Show. For a recap of some of the major events, including the appearance of former President Ronald Reagan, the Salute to Excellence Forum and female role models at Chefs Stage, turn to the Show Report, which begins on page 19. Be sure to see Short Orders, Washington Report and Boardroom for additional Show news.

18 Viewpoint—ethics in the restaurant business
A restaurateur discusses the importance of maintaining a strong sense of ethics as the industry prepares for the decade ahead.

30 Just the fax
The number of companies owning fax machines continues to mushroom, and restaurants are quickly jumping into the act.

32 The menu as star in a major production
The menu has an integral role in the restaurant production—it initiates a dialogue with customers and introduces them to the restaurant. This article discusses how menus can be designed to set the stage for a successful production and includes examples of menus that play their roles brilliantly.

DEPARTMENTS

6 Short Orders
- ☐ A sweet after-dinner treat
- ☐ New lunch-delivery service starts at MSU
- ☐ Hats off to a good neighbor
- ☐ Marriott Corporation to offer child-care services
- ☐ Foodservice in the 1990s
- ☐ The accomplishments of Greenaway live on
- ☐ In search of Wendy
- ☐ Anniversary gala benefits JDF
- ☐ Touchscreen ordering
- ☐ A company thank-you

8 Washington Report
- ☐ President vetoes $4.55 wage
- ☐ Twenty legislators visit Show
- ☐ DC Roundup

10 Boardroom
- ☐ Memories of a Hennessey traveler
- ☐ Association chief appoints committee heads
- ☐ New board members inducted
- ☐ Posthumous award for Eure

35 Foodservice Trends
- ☐ Credit-card use at restaurants is growing
- ☐ New data on likelihood of dessert orders
- ☐ The foodservice industry 1987: a brief review
- ☐ 1989 winter quarter CREST report

44 Market Measure
- ☐ April/May 1989

45 How's Business
- ☐ Operators discuss regional business trends

47 Food for Thought
- ☐ Credit where it's due?
- ☐ Computers put the icing on the cake
- ☐ Buy me some peanuts and . . . sushi?
- ☐ A very special delivery
- ☐ Take a critic to lunch

Cover photo by Jonathan Taylor Uniphoto

In search of Wendy

Where is Wendy's Wendy? Posing in their costumes reminiscent of Pippi Longstocking are 13 of 15 finalists in the "Looking for Wendy 1989" pageant held at Wendy's Dublin, Ohio, headquarters. Pictured with the finalists are R. David Thomas (left), founder and father of the original Wendy; WTTE-TV "Kid's Club" host, Suzi (center), and James Near (right), president and CEO of Wendy's.

A sweet after-dinner treat

Diners Club and Carte Blanche offered their cardmembers a tasteful "thank you" during April and May. All personal cardmembers not enrolled in the Club Rewards program who charged one restaurant visit to either card between April 1 and May 31, 1989, earned a $5 rebate on every subsequent visit charged to the card during April and May—up to a total of 60 credits or $300. The promotion required no matching funds from the establishments.

Members of Club Rewards, in which cardmembers earn one point of each eligible dollar charged to the Diners Club Card, earned triple bonus points in addition to the points normally earned each time they dined on the card throughout the campaign.

Dubbed "A Sweet After-Dinner Treat," the Diners Club/Carte Blanche promotion was designed to demonstrate support for restaurants accepting the Diners Club Card.

Marriott Corporation to offer child-care services

Marriott Corporation has entered into a joint venture with Corporate Child Care, Inc. (CCCI), a Nashville-based provider of employer-sponsored child-care services. Marriott will become a minority shareholder.

Through CCCI, Marriott will offer on-site child-care services at business, educational and health-care facilities. The service will be available initially to a limited number of Marriott Food and Services Management clients on the East Coast and in the Southeast.

Marriott Corporation currently operates a day-care center, on a test basis, for employees at its Princeton, New Jersey, hotel, and it is part of a consortium planning a day-care facility at Bradley International Airport in Connecticut. Marriott is also studying the feasibility of opening facilities at the Chicago O'Hare Marriott, the Orlando World Center Marriott and the J.W. Marriott Hotel in Washington DC as well as at its corporate headquarters in Bethesda, Maryland.

Marguerite Sallee, CCCI president and CEO, says, "Child care is no longer a problem just for parents. By its decision, Marriott is sending a signal to other corporations that there are major economic benefits to offering child-care programs, including improved recruitment and productivity and reduced turnover and absenteeism."

A company thank-you

Domino's delivers a bonus. Frank Hansen, store manager for a Domino's Pizza in Madison, Wisconsin, smiles as he starts up his new 1989 Ford Festiva, a company thank-you for increasing sales in his store by nearly 100 percent over a six-month period. According to Hansen, "product, service, image and community relations" helped him win.

Hats off to a good neighbor

The Alabama Rehabilitation Counseling Association presented its prestigious partnership award to Quincy's Family Steak House in Mobile. The partnership award is given each year to a person or business that has shown commitment to promoting the cause of the handicapped.

Quincy's has hired 13 people and trained 10 more and assisted in placing them in jobs. According to Bill Eklund, general manager of Quincy's Mobile #4, "The most important aspect of the program is that it opened our eyes to the fact that the handicapped can be part of our workforce. [It] helped dissolve the image that 'handicapped individuals would present many difficulties to accommodate.' "

Anniversary gala benefits JDF

Mary Tyler Moore samples some Benihana cuisine at the restaurant's 25th Anniversary Celebrity Cook-off Gala, which benefited the Juvenile Diabetes Foundation (JDF). More than 500 celebrities donned chef's hats and aprons at 19 Benihana restaurants across the country to prepare hibachi meals for lucky ticketholders. Pictured with Moore are actor Jerry Orbach (left) and Moore's husband Dr. Robert Levine.

The accomplishments of Greenaway live on

Donald Greenaway, executive vice president of the National Restaurant Association from 1958 to 1968 and a leading industry educator throughout his career, died recently of a heart attack. He was 77.

Under his watch, the association made great strides in the areas of education, government relations and membership.

Prior to joining the association, Greenaway served as director of Michigan State University's School of Hotel, Restaurant and Institutional Management, his alma mater. He was associate dean at the University of Houston's Hotel & Restaurant Management School from 1969 to 1976, and was Distinguished Visiting Professor at Florida International University from 1977 to 1983. Just prior to his retirement, he served as Westin Hotels Distinguished Professor at Washington State University from 1983 to 1985.

New lunch-delivery service starts at MSU

University in East Lansing, Michigan, this spring.

Research by MSU students led to launching the new service and included market surveys, testing microwave ovens at delivery sites, recipe development and research on price structure and product labeling.

Entrées, all ordered in advance, are prepared at the MSU Union cafeteria.

Foodservice in the 1990s

with some of George Rice's predictions for the next decade and their moves on the panel discussion.

"The Foodservice Summit" panelists include Ted Rossman, Restaurants Corporate Staff Brooklyn; Four Seasons Club Inn; [illegible]; Chairman, PYA Monarch; John Farquharson, ARA Services; Jack Laughery, [illegible]; SA and Food Service; [illegible] PW Services.

Participants for the video are $50 plus $6.50 postage and handling. Connecticut residents must add sales tax. To order, send a check or money order to Video Marketing Resources, 117 E. 77th St., New York, NY 10021.

Touchscreen ordering

Welcome to the world of computer ordering! Customers at an Arby's restaurant in Denver place their food selections directly through a new touchscreen computer application that helps deliver their orders faster. The system—Touch 2000—developed by Management Information Support, Inc., in Denver, was introduced nationwide at this year's Show in Chicago. Food orders are instantly displayed on monitors in the kitchen area and cashier stations in English or another language of the restaurant's choosing.

President vetoes $4.55 wage

True to his word, President Bush wasted no time in vetoing minimum-wage legislation. Bolstered by a strong show of support from the National Restaurant Association and others in the business community, Bush flatly rejected Congress's proposal to hike the wage to $4.55 over three years within an hour after he received the bill on June 13.

As expected, pro-wage-hike forces in the House were unable to override the President's veto, falling 34 votes short of their goal. The final tally reflects deep partisan division on the issue, with 227 Democrats and 20 Republicans voting to override the President, and 28 Democrats and 150 Republicans voting against.

Bush called the $4.55 rate "excessive," reiterating that he would accept a top rate no higher than $4.25. In a veto message that asked Congress to compromise, Bush also lobbied for a lower training wage for newly hired workers. Although the minimum-wage bill sent to the President contained a proposal for a training wage, the lower wage would have been limited to 60 days and to workers with less than 60 days of previous job experience. Bush has recommended a six-month training wage for all newly hired workers.

National Restaurant Association Executive Vice President William P. Fisher (far right) met with President Bush and business leaders this spring to assure the President that the restaurant industry would support Bush's unwavering stand against an exorbitant minimum-wage hike.

After the veto override vote, the leading Republican on the House Education and Labor Committee, Rep. Bill Goodling (R-PA), introduced as a compromise the "Living Wage Act," a bill to move the wage to $4.25 over three years and establish a four-month training wage for new hires. Goodling's legislation also expands the Earned Income Tax Credit, a tax refund for low-income workers with families.

Although Democrats had not yet introduced any counterproposal as this ***Restaurants USA*** went to press, leading Democrats indicated they may support legislation to move the wage to $4.25 over two years. Under no circumstances, predicted House Education and Labor Committee Chairman Gus Hawkins (D-CA), would Democrats accept the President's proposed six-month training wage.

Twenty legislators visit Show

After two days at the National Restaurant Association's annual Show, four U.S. senators and 16 U.S. representatives are certain to have a newfound appreciation for foodservice.

In what has become an enormously successful way of showing legislators how the restaurant industry operates, the National Restaurant Association hosted 20 legislators at the Show this May in Chicago. Now in its sixth year, the Congressional Visit Program is funded by corporate foodservice operators' donations to the association's Congressional Leadership Forum.

Like tens of thousands of other Show visitors, members of Congress hiked the long aisles of food and equipment displays. Guided by association directors, legislators met with their own constituents exhibiting products at the Show. "I was amazed to see how many people foodservice affects," said Rep. Michael McNulty (D-NY), echoing similar comments by his colleagues. "I hadn't stopped to think of all the products related to foodservice."

Prior to their tour, the 20 lawmakers met with restaurateurs in rousing hour-long roundtable discussions, trading thoughts on issues ranging from labor shortages to Congress's stepped-up activity in the area of mandated benefits.

In a roundtable discussion held before their Show tour, association member Joe Fassler talked with member of Congress Donald Payne (D-NJ).

DC ROUNDUP

□ **Section 89 simplification moving along.** Last month the Senate Finance Committee overwhelmingly approved a bill sponsored by Sen. Lloyd Bentsen (D-TX) to greatly simplify Section 89 employee benefit nondiscrimination rules.

The panel also approved an amendment offered by Sen. John Heinz (R-PA) at the request of the Pennsylvania Restaurant Association and the National Restaurant Association to change the definition of part-time employees to employees working less than 30 hours per week. This change would greatly benefit restaurant operators who rely on part-time help. Under the current Section 89 law, all employees working more than 17½ hours a week are counted as "employees" for purposes of nondiscrimination testing.

As passed by the committee, S. 1129 delays Section 89 until 1990 and simplifies the tests employers must run on benefit plans to measure nondiscrimination. Under S. 1129, employers who offer affordable health-care coverage to 80 percent of full-time employees would pass the test.

Association protests drunk-driving report. Arguing that the restaurant industry should have been part of the group organized by the U.S. Surgeon General's office last year to issue recommendations for curbing drunk driving, National Restaurant Association President Harris "Bud" Rusitzky called some of the more than 200 recommendations "misdirected and destructive."

"The foodservice industry has had a sweeping program aimed at reducing drunk driving in effect for several years. We sell one-quarter of the beverage alcohol consumed in this country, yet we were excluded from the discussions that led up to the report," Rusitzky complained. The Surgeon General's list, which was released May 31, includes calls for substantial hikes in alcohol taxes, restricted operating hours for alcohol sellers and the elimination of "happy hours." Rusitzky argued that these measures seem designed to cut the availability of alcohol even to responsible drinkers and recommended instead an increased focus on education to teach people to use alcohol responsibly. The association testified at a June 21 Senate hearing.

□ **Reform of legal immigration system in the works.** Seeking much-needed increases in the supply of foodservice labor, the National Restaurant Association is working with Congress for reform of the nation's legal immigration system.

Although the Senate Judiciary Committee failed to incorporate the association's suggestions into the bill it passed last month, the association continues its lobbying, in preparation for House activity as well as a Senate floor fight. The association has asked Congress to expand the numbers of unskilled workers allowed into the United States and to make it easier for employers to hire foreign workers on a temporary basis when jobs cannot be filled through the usual methods.

□ **Legislation bans discrimination against the disabled.** A major civil rights bill, the "Americans with Disabilities Act," was introduced in late May to ban job discrimination against the handicapped and to require public accommodations to be accessible to the disabled.

Close study of S. 933 and H.R. 2273 by the National Restaurant Association reveals potential trouble spots, especially in the bill's employment provisions. Depending on how strictly courts interpreted these provisions, employers could be required to restructure jobs and modify their schedules and equipment to accommodate disabled workers.

The controversial legislation is likely to be given serious consideration by Congress this year.

□ **Seafood inspection debated.** Mandatory federal seafood inspection may be around the corner, if its increasingly vocal proponents get their way.

Noting the growing popularity of fish in the American diet, representatives of the seafood industry, the White House, Congress and food-safety groups agreed at a House hearing in June that the time is ripe for federal inspection. "It is time to examine whether . . . fish is safe to eat and whether our fish-inspection programs are adequate," said House Energy and Commerce Committee chairman John Dingell (D-MI).

The National Restaurant Association is working with other groups to develop a proposal for an inspection program that will inspire consumer confidence in food safety but will not be burdensome for restaurateurs.

—Denise Roach

Rep. Mike McNulty (D-NY) and association director Bill Zoidis visit with a hospitality-industry educator.

Rep. Clay Shaw (R-FL) gets some "hands-on" experience in dishwashing at a constituent's booth.

Association chief appoints committee heads

At May's board meeting, held in Chicago, newly elected National Restaurant Association President Harris H. "Bud" Rusitzky appointed new heads of committees and task forces to direct the association's activities for the coming year.

As the association's chief executive officer, Rusitzky himself heads the Executive Committee. The new committee chairmanships are as follows:

□ **Audit:** Guss Dussin (OSF International, Inc., Portland, OR)

□ **Investment:** Robert Rosenberg (Dunkin' Donuts, Inc., Randolph, MA)

□ **Pension:** Bill Naegele (Restaurants No Limit, Inc., Minnetonka, MN)

□ **Nominating:** John Cauley (Friendly's Ice Cream Corp., Wilbraham, MA)

□ **By-laws:** Dick Stubbs (Applewoods, Inc., Oklahoma City, OK)

□ **Communications:** John Metz (Metz Enterprises, Dallas, PA)

□ **Convention:** Dick Cregar (Cregar Enterprises, Orchard Lake, MI)

□ **Finance:** John Farquharson (ARA Services, Inc., Philadelphia)

□ **Government Relations:** Stephen Elmont (Creative Gourmets, Ltd., Charlestown, MA)

□ **Human Resources:** Robert Kozlowski (Canteen Co., Chicago)

□ **Membership:** Stephen Huse (The Huse Food Group, Inc., Bloomington, IN)

□ **Political Education:** W.W. "Biff" Naylor (American Restaurant Services, Inc., Los Angeles)

□ **Research:** Bernard Schreiner (Schreiner's Restaurant, Inc., Fond du Lac, WI)

□ **State Relations:** F. Donald O'Neill (Spring House Restaurant, Rochester, NY)

□ **Technical Services:** Jimmy Britt (Blazers Restaurant, Greenwood, SC)

□ **Task Force on Alcohol Awareness:** Bill Latham (MRM Inc., Jackson, MI)

□ **Task Force on Immigration:** Jim Peterson (Whataburger, Inc., Corpus Christi, TX)

□ **Task Force on Public Affairs Conference:** Joseph Fassler (Greyhound Food Mgmt., Inc., Phoenix)

□ **Task Force on Solid Waste:** Bob Wood (Bob Evans Farms, Inc., Columbus, OH)

□ **Task Force on Strategic Planning:** John Farquharson (ARA Services, Inc., Philadelphia)

□ **Task Force on Hennessy Travelers:** S.J. "Bill" Monro (Biff's Coffee Shop, Oakland, CA)

Board Room Special

Memories of a Hennessy Traveler

Bernard Schreiner gives "thumbs up."

To be chosen as a Hennessy Traveler—to select the recipient of the coveted Hennessy Award—is both a privilege and an honor. As representatives of the National Restaurant Association, the United States Air Force, the Society of Food Service Managers, and the International Food Service Executives Association, the Hennessy Travelers must have a great deal of personal and professional integrity and a commitment to excellence, reflected in their willingness to take a six-week leave of absence from their businesses. Among this year's travelers were association directors Bernard Schreiner (Schreiner's Restaurant Inc., Fond du Lac, WI) and John Metz (Metz Enterprises, Dallas, PA). Schreiner shared these impressions.

I was indeed honored to be chosen from the board of the National Restaurant Association as a 1989 Hennessy Traveler. The National Restaurant Association has continued to support this program since its inception in 1957, when restaurateur John L. Hennessy signaled a need to upgrade the food facilities at Air Force bases throughout the world. Each year several extremely dedicated bases are nominated to compete for the coveted Hennessy Trophy in the single-unit and multi-unit categories. It is indeed a challenge for the team of evaluators to select the best of the best. To do so, the team must maintain a rigid set of objectives within the parameters of a predetermined scoring mechanism. At the outset we agreed to follow two rules throughout the six-week period of evaluations of nine Air Force bases on three continents: We always completed the scoring before we departed from a base, and we never changed a score after departing because we believed that our minds and notes were freshest during the actual evaluation.

During our numerous visits to the dining facilities, I was repeatedly impressed by the high caliber of personnel in the Air Force. I spoke to a great many individuals, both as they were going through the serving lines and at randomly selected tables. The young airmen and airwomen were most forthcoming in their responses to my questions

At the Show, Jim Peterson passed the gavel to Bud Rusitzky, the new association president.

New board members inducted

Also at the May meeting, 10 foodservice leaders were elected to the association's board of directors. The new directors are:

- *Grady T. Allred, Jr.* (J&S Cafeterias Inc., High Point, NC)
- *Keith Ashby* (Swartz Restaurants, Decatur, IL)
- *Robert I. Borochoff* (Epic Restaurants, Inc., Houston)
- *Norman Brinker* (Chili's, Dallas, TX)
- *A. Beirne Brown* (Cuisine Management, Inc., Naples, FL)
- *Michael F. Greenfield* (Michael's Seafood and Steak Tavern, Ludlow, VT)
- *Donald M. Kalfas* (Bill Johnson's Restaurants, Inc., Phoenix)
- *Rolf Lewis* (Rolf's Restaurants Associates, San Francisco)
- *Edwin L. Novak* (Venture Mgmt., Inc., Denver)
- *Michael John Tinios* (Galley Hatch Restaurant, Inc., Hampton, NH)

—Anne Papa

Eure family accepts posthumous award

The family of the late Thad A. Eure, Jr. accepted his 1989 Ambassador of Hospitality Award at the third annual "Salute to Excellence" Banquet, sponsored by The Educational Foundation. From left: his son, Thad; Jim L. Peterson, outgoing association president; Eure's widow Alice; Henry J. Cockerill, Educational Foundation chairman; and Eure's daughters, Van Ellen and Shelley.

regarding foodservice and military life. These young people are intelligent, motivated, skilled and, above all, dedicated to their mission of continued world peace in the context of a strong Air Force. They articulated their concerns so well as to give me shining visions of tomorrow's great leaders.

The specific military missions varied from base to base. They ranged from maintaining the fragile truce in Korea to ongoing surveillance with the NATO forces in Europe. Among my most memorable experiences were a visit to the DMZ at Panmunjon in Korea, helicopter trips to evaluations at Hill Air Force Base's remote desert training sites, seeing the mighty missiles in South Dakota and viewing the Washington DC area by helicopter.

At Andrews Air Force Base it was a thrill to be onboard Air Force One—the plane known as the "Kennedy Plane." At Keesler Air Force Base, the pilots who fly the planes into the eyes of hurricanes showed us with pride how and what they do. At Ellsworth Air Force Base we learned about the B1 bomber and had the thrill of playing the role of pilot if only for a few brief moments. At Peterson Air Force Base, which includes the incredible Cheyenne Mountain complex, we were made really aware of the nuclear threat that hangs over us all. It is awesome to see the tremendous power that stands ready to be unleashed while we all go on with our lives and rest safely at night.

As we arrived at each base, we were always welcomed and treated with the greatest respect. During the evaluation times, personnel were always ready to answer our questions, show us around and generally do whatever they could to aid us in our work, while not hampering our progress by overzealous attention. There are 240 items on the evaluation guidelines, so a sense of timing was important.

It is not always easy to provide excellent foodservice, especially in remote locations, such as at the missile silo control centers where teams of two spend 24-hour shifts in sealed environments 85 feet underground. There was an obvious concern about nutrition, in terms of calorie counts, heart-healthy foods and other dietary considerations.

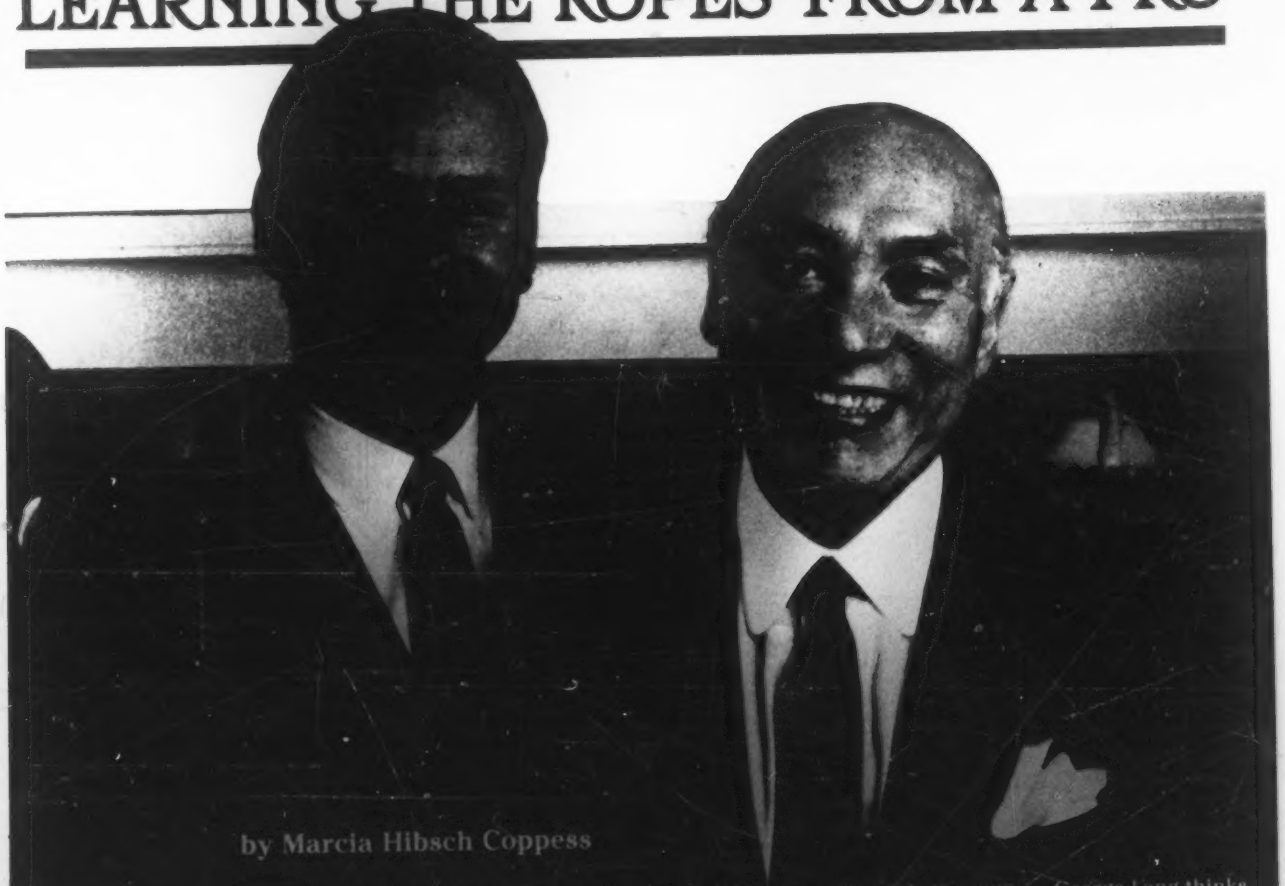
Special events, such as birthdays, holidays and competitive victories, are challenges for the specialty talents of the food-preparation segments of all dining facilities. It was most impressive to note that in nearly all cases the base commanders and their spouses served the airmen and airwomen on holidays, such as Christmas.

Finally, there was always a feeling of belonging at each base. When the time came to leave, we always experienced a few down moments as we made our farewells. It was then off to a new base, a new experience with another tightly knit group of spirited, hard-working men and women who were determined that their base would be the best and that they would be in Chicago to claim the Hennessy Trophy for 1989.

In truth, they were all winners; but as we know, in any contest not everyone can win. We congratulate the military and contract personnel at Keesler Air Force Base in Mississippi and Whiteman Air Force Base in Missouri for winning this year's multi-unit and single-unit Hennessy Awards. *—Bernard Schreiner*

MENTORING

LEARNING THE ROPES FROM A PRO



George Lang thinks of protege Andrew Young almost as a son. Says Young of his mentor, "I moved my life to New York because of the man and his restaurant."

by Marcia Hibsch Coppess

In an industry that determines its masters not just by their profits but by their innovation, creativity and inspiration, having a model to emulate can make all the difference. Yet despite a long-held tradition of apprenticeship among chefs and other culinary professionals, there is no formalized system for restaurant professionals seeking a mentor. Instead, ambitious young restaurateurs and employees must pursue their own models.

Perhaps because a career in the restaurant business can take so many forms, the formal apprenticeships that culinary professionals are less common than other forms of mentor-protege relationships. At

front of the house, the protege's commitment to his mentor is more often based on professional regard and emotional attachment than on an agreement to work for a stipulated length of time in exchange for advanced training.

Three types of relationships seem most common within the restaurant industry: models, where an insider provides an example of professional behavior with or without direct contact with his admirer; teacher-pupil, a professional relationship that is more formal than a friendship; and mentor-protege, a relationship that is

Enjoying mutual benefit

both parties benefiting," says James M. Oher, former director of employee assistance at J.C. Penney and now a consultant who advises corporations on human resource matters.

"The protege gets the more obvious benefits of guidance, knowledge and a safety net," Oher says. "But the mentor benefits by contributing to the young person's career development and passing along his knowledge. He also receives the respect and admiration due him as an expert, and the hope that his methods will continue after he has stopped working."

Mentors profess different motivations for their willingness to shepherd young professionals through their early years. Some hope that their ideas will live on; others talk pragmatically about ensuring that the future labor force will be of sufficient quality to maintain industry standards. But all sense that helping a talented young person is simply the right thing to do.

Imparting a style and philosophy

Mentoring may not be a daily hands-on apprenticeship so much as it is a shining example of exemplary management and business ethics. Norman Brinker, chairman and chief operating officer of Chili's, has been boss to approximately one million employees under the age of 30 during his 23 years in the restaurant business. Of those, about 1,000 have gone on to restaurant careers. More than a dozen now hold high-level positions in restaurant chains or operate their own restaurants.

Among the professionals who began their careers under Brinker's tutelage are Hal Smith of Chi-Chi's, Mike Jenkins of Ponderosa, George Beel of Houston's, Dick Frank of Pizza Time Theater, Dick Rivera of TGI Friday's and Mike Connor of Grady's.

"When you look at some of the leaders in the industry in this age group, you realize how many of us came through the same background with Norman Brinker at S&A Restaurant Corporation," says Hal Smith. "I think he realizes the value of being that beacon. I'm sure I'm not the only one who tries to carry on the principles I learned from him."

"The protege gets the more obvious benefits of guidance, knowledge and a safety net," Oher says. "But the mentor benefits by contributing to the young person's career development and passing along his knowledge."

Training and riding horses has been Brinker's lifelong interest (he rode for the U.S. equestrian Olympic team in 1952 in Helsinki), and this fascination is apparent as he discusses the people who have worked for him. "I have so much fun watching a gangly colt run around, then grow, develop and become a great athlete," he says. "It's the same tremendous satisfaction to watch an 18 or 21-year-old develop into a fine professional. I'm so proud of them all."

What has Brinker taught his generation of young colts? "The jockey Willie Shoemaker once said that he never touches anything unless he has to," Brinker answers. "When things are going right, I try to sit very quietly and let people run free. I show people the path and let them run. And you know where they run if you do that? Right down to the finish line."

Smith met Brinker in 1970. He was a young man a year out of college and owner of a restaurant patterned after Steak and Ale, the chain Brinker was building at the time. "The first time I visited a Steak and Ale I saw something special about the quality of the restaurant," Smith says. "When I met Norman a year later, I realized that the special something came from the man behind the concept. I put it in the back of my mind that if I ever worked for a company, his would be the one."

Smith started as a trainee at Steak and Ale in 1973 and became president in 1980 when Brinker was chairman and CEO. Three years later Brinker bought Chili's, and Smith became chairman of S&A Restaurant Corporation. A few years later Brinker hired Smith to be his president at Chili's, where he remained until 1986 when he became president of Chi-Chi's.

Smith worked directly with Brinker for only the last six of the 13 years he was associated with him. But his management style—and even his horseman's metaphors—show a distinctly Brinker influence.

"The way I handle my people now is a mirror image of the way Norman handled me through my transition," Smith says. "Mentoring starts with imparting your basic beliefs as an individual. Norman hires winners, establishes guidelines and direction, then lets you ride your own horse. He steps back and watches you ride, but doesn't stay too far from the track in case you stray."

Smith took over Chi-Chi's when morale and sales equalled one another in their gloominess. "I've never experienced anything as rewarding as the turnaround we've had in the last three years," he says. "It all comes from the approach I learned from Norman. I try to emulate the energy level I learned at Steak and Ale. People with high energy set the pace for those around them.

"There are people at Chi-Chi's who didn't know if they or the company would make it three years ago," Smith continues. "Today they are leaders and developers of others. My satisfaction comes from the difference they feel about themselves and the company."

Passing the torch

"Teaching and bringing up the next generation may be the most important reason for our professional existence," says George Lang, owner of Cafe des Artistes and founder of George Lang Corporation, a restaurant consulting firm in New York. "Anybody who mentors someone solely for immortality's sake is a fool. You do it because it is right and decent. One must do what one should with people who deserve it."

Lang's relationship with Andrew Young, his senior associate at George Lang Corporation, began when Lang visited Cafe Les Halles, the bistro Young had created for Dick Bradley, then of Victoria Station.

"I walked into a restaurant I had heard about and found an utterly charming, simple bistro," Lang recalls. "When I saw that the menu was as intelligent as the design, I asked who was responsible for the concept

and menu. An incredibly, improbably, almost obscenely young man introduced himself. I had Scotch in my bar older than he was!"

Lang gave Young his business card and invited him to call. Six months later Young took him up on the invitation, and Lang hired him as an assistant manager at Cafe des Artistes. But Young strained at the reins.

"Like a good mentor, he saw that I needed more development and wasn't ready to settle down," Young says. "Out of his sphere of influence, he sang my praises and got me hired at Restaurant Associates."

Young remained at Restaurant Associates for several years. During that time he supervised the creation, opening and operation of the Rockefeller Center's 45,000-square-foot three-restaurant food complex—a $30 million restoration. By mid-1985 he was ready to move on. Again, Lang was watching. As he stepped down as chairman of the firm, Lang convinced new president Robert J. Nyman to bring Young in as a partner.

Today, Young is senior associate at the firm and recently opened El Teddy's, his own New York City restaurant. "I used George as a model when I planned the restaurant," Young readily admits. "He put all he had into Cafe des Artistes and made it what it is now. I put every cent I had into El Teddy's and even live down the street from it, as George does from his restaurant."

Lang watches Young spread his professional wings with the pride of a father whose son has prospered beyond his hopes. "A mentor must be able to evaluate his protege," Lang says. "But the day comes when you must let go. You must be sensitive to the protege's pride, vanity and need to flex his muscles. I am learning to be there only when Andrew asks me instead of actively participating like an overprotective father."

As a parent might for an adult child launching a career, Lang gave Young a gift when he opened El Teddy's. "I sent personal notes to 400 special contacts who have positions of power in New York," Lang explains. "It was my gift of a good beginning to Andrew."

In return, Lang has Young's unabashed admiration. "I moved my life to New York because of the man and his restaurant," Young says.

Being both teacher and pupil

In seeking career guidance and advice, many restaurateurs discover that they can be both teacher and pupil. Because keeping abreast of industry changes is essential to continued success, professionals in positions of authority and leadership find they never stop needing help.

"I've sought out mentors throughout my career," says Leonard Roberts, president and chief executive officer of Arby's. "I think that anyone who truly wants to succeed will seek out not just one but several people to emulate."

Roberts worked in retail and supply, most recently at Ralston-Purina, until four years ago when he joined Arby's. Although he had the acumen to run a business, Roberts felt he lacked knowledge about the franchise business.

"I wanted to apply my talents as soon as possible when I came to Arby's, so I sought out four or five major franchisees to learn the business from the outside and for guidance on how to work with franchisees," Roberts says. "I still maintain those relationships."

Roberts also started a Presidential Advisory Board two years ago when he saw that middle-managers at Arby's needed a broader perspective on the corporation's operations. The board consists of 14 people from key areas in the company—real estate, franchising, human resources, operations and marketing, among others. Most members are managers or directors.

"This has allowed all of us to act as mentors to one another," Roberts says. "Each person helps the others understand his or her area of expertise. Then they return to their own departments and guide their staffs. In that way, the mentoring trickles across and down through the entire company."

Michael Grisanti, president of Grisanti, Inc., is an active member of the Young Presidents Organization, a group whose activities include an annual evening called "Fess Up," during which members relate their worst mistake of the year.

"I belong to an eight-person forum of company presidents in my city," Grisanti explains. "I'd tell them the most intimate details of my professional and personal life with the confidence that it would remain within the group. The commonality of experience is invaluable to any young president."

Grisanti says he also approaches experienced colleagues for guidance in business decisions. "I like mentors who are peers but are two steps removed from my business," he says. "There are several people within the National Restaurant Association I can ask for an objective viewpoint. I know they care about the outcome of my decision. But since their futures don't depend on it, they will be honest in their evaluations."

Formalizing a structure

Roberts sees active mentoring as one solution to the shortage of managers in his company. "Arby's is growing quickly, but our limiting factor is management," he says. "We can't continue to keep up our pace without quality people."

When he talks with college classes, Roberts finds that students often wish for exposure to the overall operation of a business instead of being confined to one area. In response, he has instituted a four-year mentoring program for college students. During college the students spend two years working at an Arby's store, then half of their junior year working at corporate headquarters.

Upon graduation, they will be prepared to enter as assistant managers at the restaurant level or in a corporate position. Although the program is too young to boast any graduates, Roberts hopes it will prove to be an effective way to guide achievers on the fast track.

"The mark of a potential leader is one who seeks out some form of mentoring," Roberts says. "Anyone who really wants to be a success will find someone to learn from. We in the restaurant industry should think about formalizing a structure to make the process easier for ambitious young people interested in entering the profession." ❑

ROLE MODELS
INSPIRING BY EXAMPLE

As the first black owner of a national franchise, Brady Keys is a natural role model for Detroit's black youth.

Image-enhancing role-model activities, whether organized or informal, are producing new—and better—foodservice employees. "You don't see immediate results," says Detroit restaurateur Brady Keys. "But there are so many long-term dividends."

by David Slater

As the labor crunch forces employers to work harder to find new workers, operators are discovering two recruiting problems. First, many of the potential employees have unsatisfactory job skills. Second, some recruits have a bad impression, or no impression, about foodservice. Restaurateurs, however, are fighting back. By presenting themselves and their successful employees as role models, dedicated operators are encouraging kids to stay in school and showing them that foodservice can be the source of diverse, rewarding careers.

Getting through to youth

Brady Keys, head of Detroit's Keys Group (13 Burger King franchises in Detroit and 11 Kentucky Fried Chicken outlets in Georgia), has been reaching inner-city youths since the early 1970s with an image-building program that uses role models. A former pro-football player and the nation's first black owner of a national franchise, Keys is a natural role model for Detroit's youths. Through a series of advertisements, speaking engagements and in-house programs, he tells kids that hourly jobs can grow into fulfilling careers.

"Kids really relate to image," says Keys. "That's why I take the time to go on TV myself to tell them about Keys Group and the 100,000 people we've hired over the years. You have to work at it. But if you're trying to relate to people, image is everything."

Keys also relies on his managers and former employees to help build the company's image. Keys invites distinguished ex-employees, such as one of the city's top radio DJs, to company parties, and features them in the group's many radio and television spots. "When people hear [disc jockey] John Mason say on the radio, 'Brady Keys gave me my first job,' it builds your image," says Keys.

Keys, who is in great demand as a speaker, has started a speakers' bureau to encourage his most articulate managers and directors to visit Detroit schools every Tuesday and Thursday. These speakers, such as vice president of operations John Draper, discuss their rise from hourly worker to positions of responsibility within the company. "We show them examples to prove that foodservice is not filled with dead-end jobs," says Draper. "In the sweepstakes, when your chances are one in a million, people say, 'I'm not going to win.' But with real-life examples we show them they *can* win."

David Slater is a communications specialist at the National Restaurant Association.

Other industry role models provide similar inspirational messages to groups of youths they have the opportunity to address. Herman Cain, president and CEO of Godfather's Pizza, usually tries to make two main points about the industry during his frequent speaking engagements to youth groups. First, says Cain, "I tell them that foodservice is one of the few industries where education beyond high school is not essential. Because we are such a young industry, you can still get ahead on your performance and what you know about the business. Second, you can't be a success in any industry without knowing the business. You can't become an instant executive. You've got to spend time in all areas of the restaurant, and you have to pay your dues."

Leo Goto, owner of Denver's Wellshire Inn, tries "to relate to each group on its level. For example, if I'm addressing fifth graders, I tell them about how I got my start in foodservice at their age while competing in a school fair. I don't tell them that they'll definitely end up as the CEO of an international bank, although one of my ex-employees did. I try to keep it to the real world and say that doing good, honest work is an admirable goal to shoot for." Goto was recently honored by the Big Sisters of Colorado for his contributions to the well-being of the state's youths.

Helping applicants

Just as underprivileged youngsters, or those unfamiliar with the industry, need to be taught about the industry in terms they can understand, they also have to be treated with a sensitivity to their background once they come to apply for a job in a restaurant. Empathetic role models can help smooth the difficult transition into the working world.

According to Herman Cain of Godfather's Pizza, "They don't need to be treated differently—just fairly and consistently like everyone else. They need to feel they are being given an opportunity."

Goto says understanding is a key word when kids in T-shirts, shorts and sandals turn up to apply for a job at his upscale restaurant. "I try to tell my staff that many of these kids have never been in a nice restaurant. Some of them are almost hostile, so it's important that they are treated with kindness. We try to make them feel comfortable by treating them as courteously as we do our customers. They have to be slowly molded, and teaching is an important part of my job."

Brady Keys' organization—the Keys Group—publishes a free monthly newsletter for the community. Each issue is filled with inspirational success stories and urges young people to "follow their dreams."

According to John Draper of the Keys Group, whose entry-level employees are usually inner-city youths, "We really work with these kids. This industry has a bad reputation because it's always, 'My way or the highway.' If you want these kids to become humble, you have to motivate them by giving them a sense of worth. You have to demonstrate that it's okay to be a person who says, 'Yes, ma'am,' and 'Yes, sir.' "

One of the ways Brady Keys wins over his employees, says Draper, is by showing a sincere concern for them. "In addition to giving employees the opportunity to advance, he forms a sense of family," says Draper. "He gets involved. He sends flowers if there is a death in the family, and highlights good jobs with personalized notes."

Community-based programs

Although some restaurateurs easily reach out to the community on their own initiative, other operators are becoming role models through organized career and tutoring programs that link the business and educational communities. Bill Dawson, partner in a Round Table Pizza franchise in Madera, California, became involved in community service by sponsoring tutors for the Madera Linkage Foundation, a nonprofit group formed to improve local public education.

"I didn't intend to use my participation in the program as a recruiting tool," he says, "but it turned out that way. Since the tutors are already on the restaurant payroll as a part of the program, they often end up working a few shifts at the restaurant. And when I go into schools to discuss the practical applications of math in the working world, for example, I manage to get a few applicants."

Several other organizations that use role models to link the business and educational communities are more foodservice-specific than the Madera program. In Chicago, the Careers for Youth program reaches out to schoolchildren using role models from the foodservice industry. Up to 30,000 students, mostly inner-city minorities, have heard a variety of speakers discuss their jobs. The program, now under the auspices of the Educational Foundation of the National Restaurant Association, is being finetuned for national expansion.

Speakers in the Careers for Youth program include executives and accountants, as well as sous chefs and delivery staff. "One role model who gets the best response is an articulate black chef who always brings along batches of cookies that he has baked," says Reuben Cordova, program chairman. "In general, we try to grab young people on their way up to be speakers. We put no limitation on who can serve as a role model."

In New York City, a smaller nonprofit program called Ireneds also uses speakers to tell high schoolers about the hospitality industry. But the program has heightened the role-model experience by taking small groups of students, many of whom are from underprivileged or immi-

grant families, on eye-opening field trips to restaurants and hotels.

According to Robert Kesten, president of Irenecs, "the response is phenomenal" when he takes students, many of whom have never been in a hotel or restaurant, inside some of the city's top operations. The restaurateurs who give of their time to talk to the children become instant role models for them. "And as the students get a greater understanding of the business," says Kesten, "you can see it becoming a viable career option for them."

Rather than promoting foodservice employment, Irenecs is geared toward demonstrating that education plays a key role in getting a good job. But restaurants fit the program perfectly, says Kesten, "because you can't walk into a restaurant without realizing the jobs take math skills, communications skills and even computer skills. They see that their schooling applies directly to the workplace." Larry Panish, owner of Lox Around the Clock, Pipeline and the Moondance Diner in New York City, has participated in the program and says, "It gives the kids a peek at what's possible, and lets them see where they can end up if they want to. Even if it reaches 10 percent of the class, the program is worthwhile."

Dispelling fears of prejudice

According to Kesten, the students in Irenecs have no preconceived negative or positive notions about the hospitality industry. "But the one thing they bring to the program is a great fear of prejudice. It means a lot to them when they are told that color doesn't matter and that what's important is that you work hard."

There is no doubt that one of foodservice's strongest selling points is the open ladder to opportunity brought about by the industry's fast growth. Foodservice employs more minority managers than any other retail industry. But a more effective way to learn that the industry is gender-blind and color-blind, however, is to see a woman or minority group member in a position of responsibility. For example, Hispanics in the Irenecs program were impressed when they went to the Algonquin Hotel and met the Hispanic head of housekeeping, who started out as a maid and now is in charge of a 44-person staff. "It's really eye-opening for them," says Kesten. "It challenges them and expands their options."

Other operators agree that the opportunity to see a variety of ethnic groups working together is one of the great benefits of field trips to restaurants. As Leo Goto of the Wellshire Inn laughingly says, "When kids come to my restaurant they see we've got a real 'rainbow coalition.' I'm Japanese, and we've got a Dutchman and a Persian as well as Thais and Chinese."

Parents can be allies

Both Kesten of Irenecs and Reuben Cordova, chairman of Chicago's Careers for Youth, agree that parents can be valuable allies in the fight to convince youngsters that the industry is a good place to work. At a well-attended Careers for Youth Hospitality Career Day last year, for example, parents, as well as hundreds of students, were invited. "By the end of the day," says Cordova, "several mothers had even come forward asking for information about jobs in the industry for themselves."

Brady Keys also emphasizes that the need to involve the community and families in any efforts to improve the industry's image among youths. For example, Keys Group invites the community to participate in its athletic leagues and activities, such as the recent "Family Day" at one Burger King unit on the East Side of Detroit. The day included speeches from community leaders, games and children's activities, music from employees and the Keys Group Gospel Singers, and a candlelight dinner.

In addition, Keys Group publishes a free monthly newspaper, *Community Access News*, which has a circulation of 50,000. The newspaper, says editor Crystal Mayo, "deals only with positive news. For example, it features high school kids who have distinguished themselves through academics rather than athletics." The back page of each 16-page issue is reserved for a message from the Keys Group.

It's a long-term investment

Whether with a group like the Madera Linkage Foundation or within a single organization, such as Keys Group, role-model activities are clearly providing guidance and inspiration to youngsters who are potential foodservice applicants. Like any effort that deals with youth, however, the programs take time to yield results.

According to Bill Dawson of Round Table Pizza, role-model activities "have a long-term rate of return that's difficult to measure now. But hopefully it will reduce turnover and help establish a good reputation in the community. People in a small community will deal with someone who puts something back."

The bottom line, says Dawson, is "You don't have the right to complain if you don't like the way kids are coming out of schools and you don't do anything to change them. Our community is doing something about it. And in the long run you get a better product."

Unfortunately, says Brady Keys, not enough restaurateurs look favorably upon "long run" investments with results that cannot be clearly measured. "They don't think of something as a good investment unless they see money rolling immediately into the tills," he says. "It takes time to develop an image within the community. But if you're going to build a foundation, you might as well build it on rock." ❑

Viewpoint

ETHICS IN THE RESTAURANT BUSINESS

by Robert E. DeZinno

If I meet one more person at a cocktail party who tells me how lucky I am to be in a "cash" business, I'll scream. I am sick and tired of our industry being perceived as an unethical group of wheelers and dealers. It just isn't true. I want this perception of my industry to change. I know that I have paid every nickel of my tax duty since I opened my first restaurant seven years ago. And that's been about $1.2 million to the great state of Connecticut alone! And I am not the only one. But I wonder what my tax bill would have been last year if everyone else had paid their full freight?

I staunchly believe that an ethical business is a better business. Many experts concur. According to internationally known consultant and trainer Don Cipriano of Cipriano & Associates in Waterbury, Connecticut, an ethical business is a more productive business. "The manager or owner isn't spending any time 'covering up' discrepancies or 'backtracking' through his records. He's spending all of his time doing what must be done— running the business."

Areas of concern

Several areas of our business deserve attention with regard to ethics. A business operating ethically must assess its practices in these areas and must institute policies and procedures to guard against any violations, even if unintentional. The first step is, of course, a written policy about the business's intent to operate in a completely ethical manner, its expectations of ethical behavior by all personnel, and its manner of dealing with violations of that policy. Such a policy must come from the top. All employees must perceive that the owners and managers are truly committed, that they practice what the policy preaches and that they will enforce these policies in the operation.

□ **Employee-related ethics concerns.** There could be an entire book written on the subject of ethical practices in the area of employee relations. It goes beyond paying taxes and reporting all wages. Ethical employment practices touch on your beliefs about race, sex and age discrimination, the human worth of each and every employee in your company, your respect for your workers as people, and your honesty with them.

Have your ever fired an employee for a reason other than what you said at the time of termination? If you have tried to make that employee the kind of worker who could be successful with you before you decided to let him or her go, then there is no reason to say anything other than the truth: "I know you've tried, and I appreciate that, but you just don't have what it takes to make it with us. We would both be better off if you found employment elsewhere." Simple!

□ **Guest-related ethics concerns.** Some states have enacted "truth in menu" legislation. How well would your operation stand up to an inspection? If your menu tells the weight of an item, is it *always* exactly as specified? If the precooked weight is the one declared, does your menu state that? What about your descriptions of origin? *Nova Scotia salmon . . . Jumbo Gulf shrimp . . . the lobsters you eat today slept last night in Penobscot Bay* . . . Very specific descriptions of the origin of our product were once considered just verbiage on our menus, but it's now a point of law in many states. Fines can be as high as $500 for each misrepresented item!

Watch out for the word "fresh." In most states it means "never frozen," yet many operators use it to mean "of good quality." The frozen-food industry will argue that a properly frozen product is at times better than one that has been held too long at moderate-temperature refrigeration, and that might well be true; but your guests must never be misled into believing that your product is other than it really is. Would you sell any less "crabmeat salad" if you called it "our own seafood salad," remembering that it's probably the taste that made it popular, not the name? I'll bet you'd sell as much of it with an honest name as you do now!

□ **Government-related ethics concerns.** Taxes. Nobody likes to pay them, but we all benefit from them. Savvy operators have learned how to avoid taxes, not evade taxes. The Targeted Jobs Tax Credit (TJTC), long fought for as a great economic benefit to our industry, is just one example. It's helped us create jobs for that sector of our society that needs help the most, and at the same time has helped us reduce our tax bills.

Proper tax accounting, offered by your CPA, is highly recommended. Making the right investment decisions with the help of a professional tax planner can take the sting out, too.

But what about self-imposed tax savings—unreported earnings? That's illegal, morally wrong, and a crime. I believe that unless the government changes its perception of our industry as being part of the underground economy, we can expect more legislation such as employer taxes on tips and reduced deductibility of business meals.

Good guys will finish first

The best businesses of the '90s will be the most honest. They will deal honestly and ethically with their employees, their customers, their government and, most importantly, with themselves. Think again about what Don Cipriano said: "The manager or owner isn't spending any amount of his time 'covering up' discrepancies, or 'backtracking' through his records. He's spending all of his time doing what must be done . . . running the business." I know as my business grows into the '90s, I want to spend all my time looking forward—not looking over my shoulder. ❑

Bob DeZinno is president and founder of Restaurants Unlimited, Inc., in Waterbury, Connecticut, and is owner and operator of two restaurants, a banquet facility and an off-premises catering operation. He is also senior associate of Robert E. DeZinno & Associates Hospitality Consultants, a member of the adjunct faculty of Mattatuck Community College in Waterbury, Connecticut, and president of the Connecticut Restaurant Association

70th SHOW

SHOW REPORT '89

Fans come out for Reagan

Industry statesmen salute students

Role models at Chefs Stage

Show floor highlights

International standards at Culinary Arts Salon

Speaker headliner Patricia Neal charms audience

Pennsylvania team wins ice-carving competition

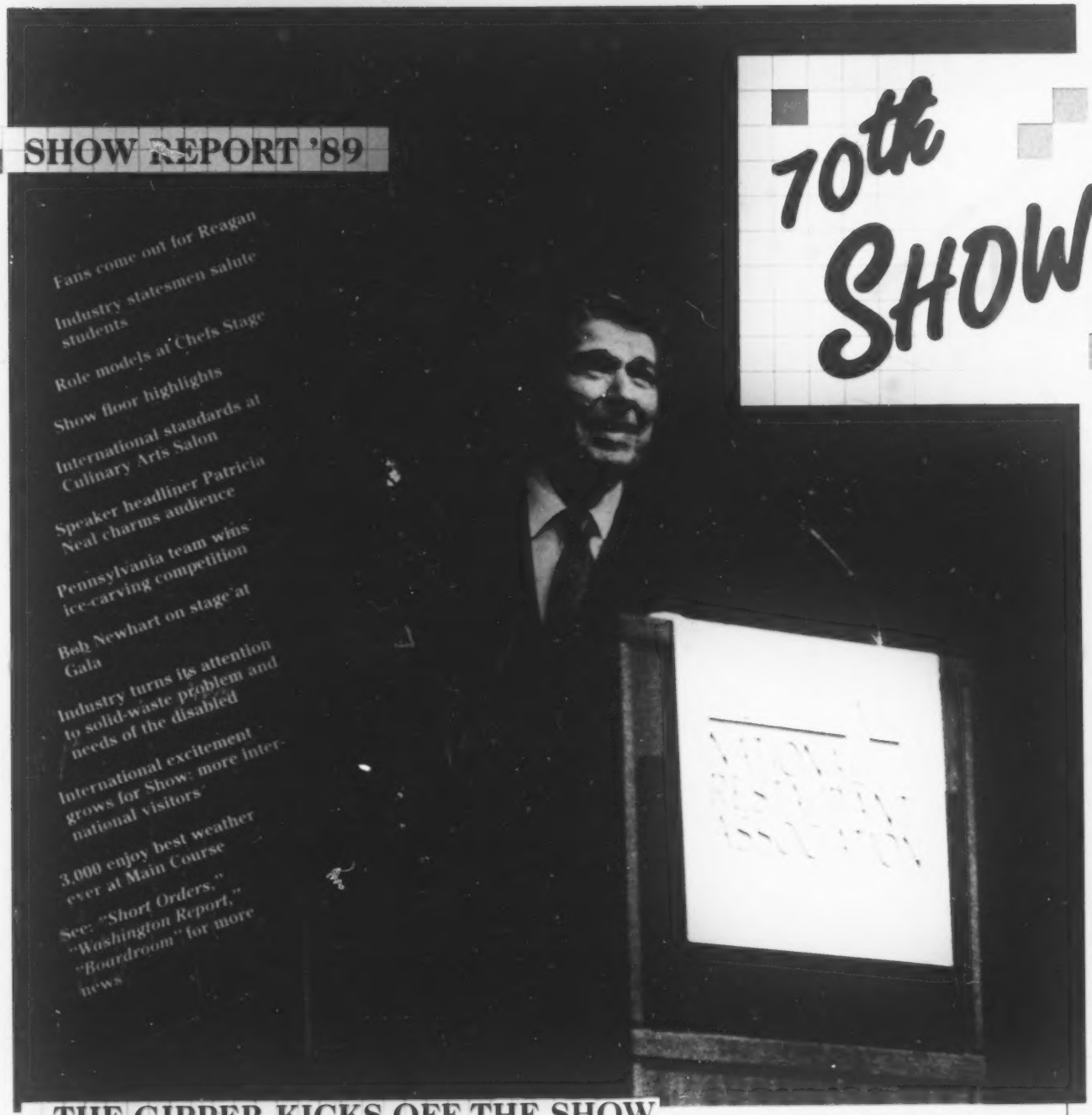
Bob Newhart on stage at Gala

Industry turns its attention to solid-waste problem and needs of the disabled

International excitement grows for Show; more international visitors

3,000 enjoy best weather ever at Main Course

See: "*Short Orders*," "*Washington Report*," "*Boardroom*" for more news



THE GIPPER KICKS OFF THE SHOW

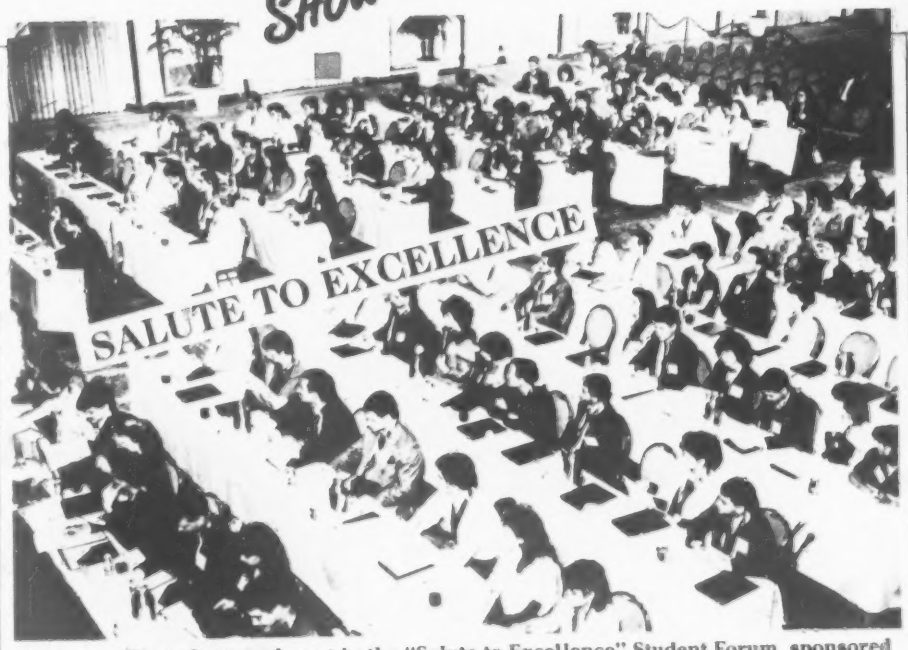
The audience of 4,000 applauded wildly as former President Ronald Reagan came on stage of the Arie Crown Theater to officially open the 1989 Show. It was clear he was among fans. As he delivered his 20-minute speech, he was interrupted several times by applause and sympathetic laughter; and in the 40-minute question-and-answer session that followed, he was bombarded with requests for handshakes, autographs and kisses. Reagan's speech, however, was more than a message of goodwill for the restaurant industry. He aimed harsh attacks at legislators, especially in the area of fiscal restraint, and called for a balanced budget, a presidential line-item veto, the repeal of the 22nd Amendment (which forbids a President to serve more than two terms) and public vigilance against gerrymandering after the 1990 census. Reagan urged restaurateurs to apply public pressure to make lawmakers listen. "With the Congress, it is not necessary that you make them see the light. Make them feel the heat," he said.

70th SHOW

A GATHERING OF SUPERSTARS

It was a gathering of superstars. You could feel it. There was excitement, enthusiasm and a vitality that was almost tangible. On the one hand, there were 174 of the brightest, brassiest, most gifted foodservice and hospitality students in the country. On the other hand, there were several dozen of the most successful, most giving and most dynamic leaders in the industry. And when they came together there was a spark—almost a transmission of energy.

In the daylong program of activities, the leaders and students interacted freely. Some of the operators spoke from the podium, others across tables at lunch and dinner. There was an eagerness to share insights, to provide encouragement and guidance. And the students wanted to know. They came equipped with pointed questions that ranged from the future of fast food to attracting more minorities into the industry.



This year 174 students took part in the "Salute to Excellence" Student Forum, sponsored by The Educational Foundation of the National Restaurant Association. They were selected on the basis of academic performance, career interest, industry work experience and achievements by the deans and directors of 92 hotel, restaurant and institutional management programs at U.S. colleges and universities.

Typical was the question from a student who asked: "If you work for a place with no standards of excellence, how do you change the situation?" The answers were forthcoming. "You should light up the room with your enthusiasm," advised Walter Conti, president of the Conti Cross Keys Inn in Doylestown, Pennsylvania. "Take it on as a personal challenge," recommended Norman Brinker, chairman of Chili's, Inc., in Dallas. "Ask, 'What are our standards? Where are we going? How can I be of help?'"

Both Conti and Brinker sat on the morning's roundtable, whose members were this year's inductees into The Educational Foundation's prestigious College of Diplomates. Sharing the podium with them were Carl Karcher, chairman of Carl Karcher Enterprises in Anaheim, California; William J. Tobin, president of the foodservice

A PARADE OF EXCELLENCE

Entering the international ballroom of the Chicago Hilton and Towers Hotel, the nation's top foodservice/hospitality students paraded before 1,000 business and educational executives who attended the third annual "Salute to Excellence" banquet.

MAKING FRIENDS

The students were filled with questions for one another and the panelists. Here Andy Agamaite, senior, Wisconsin Indianhead Technical College; Valerie Resler, senior, University of Illinois; and Wendy Wood, senior, Purdue University, get to know each other during the forum.

division of Nabisco Foods Company in Parsippany, New Jersey; and Jerome J. Vallen, Ph.D., dean of the William F. Harrah College of Hotel Administration at the University of Nevada at Las Vegas.

"Don't become an intellectual couch potato," admonished Vallen. "Honor your commitments," said Tobin. "Hire qualified people," urged Karcher. "My success has been from people. Don't worry that they'll show you up; they'll move you up."

In the afternoon session, the same messages continued—messages to think and act like a leader but to do so with a sense of fairness, commitment and humility. "There is no right way to do the wrong thing," said Jim Collins, chairman of the board of Collins Food International. He was one of nine panelists singled out for their industry achievements. The others were Ralph Brennan, co-owner of Mr. B's Inc. in New Orleans; Herman Cain, president of Godfather's Pizza; Hal Daugherty, president and chief operating officer of Edward Don & Company; John Farquharson, president of the ARASERVE sector of ARA Services, Inc.; Susan Feniger and Mary Sue Milliken, co-owners of City and Border Grill in Los Angeles; Lawrence Levy, chairman of the Levy Restaurants and The Levy Organization; and Robert F. Voelker, area vice president of operations at Stouffer Hotels and Resorts. All the speakers recounted personal experiences as examples of lessons learned.

Herman Cain also offered an analogy to help students make decisions about their careers. "Every time you make a decision, it is like standing at a bus stop. The bus will go by with a sign that says 'new opportunity.' Do you get on or do you stay put?" he challenged, adding: "You may know where it is going, but you don't know where it will end up. And you don't know when the next bus will come by."

The students in the audience applauded with a recognition lighting up their eyes. They knew they had already gotten on more than one "bus" to get to the forum. And although no one can know which others they may board, one thing was certain—many are already standing in line. ❑

CHERISHED SOUVENIRS—FRONT TO BACK

Arney Einarsdottir, a junior at California Polytechnic-Pomona, California, beams as she receives a souvenir T-shirt and medallion. Almost as thrilled—and just as proud—is National Restaurant Association Vice President Michael Hurst, who moderated the forum and co-chaired the event with association past president Ted Balestreri.

NORMAN BRINKER: MENTOR EXTRAORDINAIRE

In 1952 he was on the Olympic Equestrian Team, and in 1954 he competed for the world championship title. Every since, he has been a winner—and thinking like one. That's Norman Brinker, chairman of Chili's, Inc., in Dallas, who has been faithfully living out his lifelong creed, "I can do what I set out to do"—and teaching others to do the same. In 1957 Brinker formed Jack in the Box. The company soon prospered, and then in 1965 he started Steak and Ale. Twelve years later he started Bennigan's, and in 1984 he founded Chili's. In the intervening years he employed more than 1 million people and earned a reputation of helping people do what they do best. This has led to loyal, high-quality performance and exceptionally low turnover in his management ranks. This year he won an IFMA Silver Plate.

Norman Brinker (left) is inducted into the College of Diplomates of The Educational Foundation of the National Restaurant Association during the Show. Pictured with him is Jack Laughery, Chairman-Elect of The Educational Foundation.

Brinker told the enthusiastic students at the Salute to Excellence Forum to develop the mindstate of winners and these characteristics of success:

1. Integrity.

2. A set of personal standards, which keep changing. "If you simply continue to do what you've been doing, you're not going to make it."

3. Initiative.

4. Energy and good health habits.

5. Perseverance—"The attitude that you will *not* quit."

6. Thinking of yourself as a leader (not a manager). "Leaders lead people; managers manage things."

"Although you cannot motivate someone else," Brinker said, "you can give them the tools to motivate themselves." These include respect, support, authority, responsibility and recognition. "Winners go where winners are," Brinker said.

THE FINE DETAILS OF CULINARY ART

The Culinary Arts Salon was packed for each of its four days with spectators, chefs and culinary-arts enthusiasts who came to pick up tips on the fine details of culinary-arts technique.

In the style of last year's salon, the salon was divided into two sessions, with medals awarded in each. New this year was the judging, which was done in accordance with the International Culinary Standards, approved at the Congress of the World Association of Cooks Societies in March of last year.

Salon judge Stephen Miller said, "We come here to meet people and learn from each other." Miller noted that some of the most interesting work came from the less-experienced culinarians competing in the salon. He said these participants often come up with fresh, exciting ideas that are later adapted by more seasoned professionals.

Salon session one

Lawrence McFadden of West Virginia's Greenbrier Hotel won the "Best of Show" award for the first session of the Culinary Arts Salon. McFadden received the award for his offering of individual dishes, including a smoked partridge and pasta medley.

Sgt. John Vogels of the U.S. Army Quartermaster School in Fort Lee, Virginia, received a gold medal for his entry of petits fours and decorated cake with marzipan sculptures. His entry also earned him the Baron Galand Award for Best Entry by a Junior Culinarian.

Judges' Special Awards went to Brian Cotter for his seafood platter and hors d'oeuvres, John Vargo for his old-fashioned stove made of bread dough, and Dale Gregory of Sullivan College for his elaborate sculpture of a dragon presented with French pastries. Both Cotter and Vargo represented the U.S. Army Quartermaster School.

Salon session two

Alex Darvishi of the Athletic Club of Columbus, Ohio, won the "Best of Show" award for the second session with his entries, which included a main course of flank steak stuffed with rabbit loin and rabbit forcemeat and a dessert of cold pistachio souffle. Darvishi won a gold medal in the cookery category.

Faustino Rivera of the Exchange National Bank in Chicago won a gold medal for his entries, which included vegetarian mousse, breast of pintail and a butter sculpture. He also earned the Baron Galand Award for Best Entry by a Junior Culinarian.

Other second-session highlights included Judges' Special Awards to Mario Etemad of St. Joseph Mercy Hospital in Pontiac, Michigan. Also a gold award winner, Etemad won for such dishes as loin of lamb with spinach in mint sauce. Junior culinarians receiving Judges' Special Awards were Marta Brown, for an assorted bread display; Santiago Padilla, for his wedding cake and petits fours; and Guillermo Tellez, for such dishes as lobster with angel hair pasta, stuffed quail and chicken mousse.

Brad Toles of the Red Lion Inn in Lincoln, Nebraska, won a special award for his concept of integrating Midwestern food into his "country kitchen" theme. Scott Hoyland of Shipley Grille in Wilmington, Delaware, also received a special award in the cookery category for earning the highest total points for the category. His display featured all local Delaware ingredients (except for salmon) in such dishes as reversed salmon ravioli, steamed vegetable torte, and braised lamb shanks. Kimberly O'Hayer, of ARA Services in Greensboro, North Carolina, received a special award for her chocolate carving and marzipan painting.

The culinary team from the National Center for Hospitality Studies at Sullivan College in Louisville, Kentucky, won more medals than any other school competing in the salon. The team from Sullivan College posted a similar victory last year.

A MENU FOR A TERRIFIC DAY

With an infectious exuberance and the energy of a windup toy in high gear, executive development leader Ed Foreman shared his recipe for "a terrific day every day."

He told his enthusiastic audience that all it takes is 30 days of consistent effort to make a habit of feeling good. But that effort must begin from the moment you awaken. "Every day you have a choice of what kind of day you'll have," he said. "Make time to appreciate life." He recommended starting each day with inspirational reading, thanksgiving and devotion, some exercise and a nourishing breakfast. Then you must weed out all the negative remarks and thoughts you "automatically" make and focus on all the good things that happen.

"As you speak and as you think, express only hopeful, enthusiastic ideas. Be a possibility thinker and a can-do achiever. It will become natural to you to expect the good, the positive and the beautiful in life. Then you'll begin to feel new enthusiasm for your job, greater respect and appreciation for yourself, and you'll start having a worry-free, happy, successful life."

70th SHOW

LEARNING THE "FOUR Ds"

The key to effective self-management is learning the four Ds: drop, delay, delegate and do, said dynamic presenter John Lee in his management clinic "The Challenge of Self-Management."

"We have to see time as a key resource. Most people undervalue their time," Lee claimed, as he outlined four steps to manage time.

The first step is to drop things that are unimportant. The easiest way to do this is "to clarify objectives in every aspect of business where results are important." Once you've clarified your objectives, there is no need to waste time on other tasks.

The second step is to delay. "Set some rules for delaying productively," urged Lee, who suggested "bunching" tasks to finish them all at one time. He also encouraged participants to delay decisions or actions if they are feeling angry or emotional.

A critical third step is delegation. "Make a 'to delegate' list as well as a 'to do' list, so that you will delegate effectively," Lee recommended. He also pointed out that other reasons for delegation exist besides the desire to get things done. "Delegating is a primary way we develop employees—and motivate them, too."

Lee urged attendees to create a "master plan" to make the last step—doing—more productive. "Where do you want to be five years from now?" Lee asked the audience. "Once you've created your master plan, look at it daily and update it constantly to figure out how you're doing."

Lee summarized by pointing out, "It's not just what you do, but how you do it. The style and enthusiasm you bring to things is what gives you the satisfaction."

Undaunted. Regal. Moving. That's Patricia Neal. Or as she prefers to describe herself, "a single shining beam of sunlight on the shore." Speaking to a capacity crowd at the Show, Neal discussed the successes and tragedies of her life with a touching simplicity—as an observer watching herself—in the rich woodsy timbre that has been her trademark as a leading lady of the American theater. No setback, no matter how great, can squelch a spirit determined to take its place in the world, she said. "I can stretch out my hand and give living evidence. . . . When one door of happiness closes, another opens, but we look too long at the door that is closed."

"We are responsible," proclaimed Ingrid Wallace in her theater presentation "Management by Responsibility." And that means 100 percent in every situation. "People are victims only by consent."

LUCKY NEW MEMBERS

Convention chairman John Metz accepted a raffle prize for new association members from Gus Heismann of KD Kanopy.

Welcome to the 90 new members who joined the National Restaurant Association at the Show. Getting off to an auspicious start were these lucky winners of the new-member drawing:

Ben Garrison, House of Ribs, Johnson City, Tennessee. *Prize:* Two cherrywood tea chests, donated by Sugar Foods Corporation of New York City.

Mark Larabel, Russo's Ristorante and Pizzeria, Grand Rapids, Michigan. *Prize:* Computer software for food-cost management, donated by Computer Hospitality Systems of Orem, Utah.

Roger Laun, Boomer's Outback Restaurant, Muscatine, Iowa. *Prize:* Canopy, donated by KD Kanopy of Arvada, Colorado.

Mara Levi, David's Deli, Vail, Colorado. *Prize:* High-pressure steam cleaning system, donated by HornSystems of Norman, Oklahoma.

Without commitment there is no excellence, Terry Bradshaw proclaimed.

RESTAURANT ASSOCIATION

Joyce Goldstein felt at home in front of the Chefs Stage audience as she tested her recipes and passed along tips.

ROLE MODELS UP CLOSE
FOUR WOMEN CHEFS SHINE AT CHEFS STAGE

A new age has dawned for women in the foodservice kitchens of this country. There was a time when women were dismissed as not having enough physical strength or creativity to handle the work of preparing three and four-star restaurant meals, but that time has passed.

At this year's Show, four stars of the Chefs Stage were women—women who have made a name for themselves as culinary innovators. Three of them hailed from California, and the fourth came from Australia. Each chef brought her own distinct background, personality and style to the event.

A special partnership

Mary Sue Milliken and Susan Feniger of City and Border Grill in Los Angeles have a unique partnership that brings out the best in both of them. They have known each other from their early days—fresh out of culinary school—when they met in the kitchen of Chicago's renowned Le Perroquet. Milliken was in fact the first woman to work in Le Perroquet's kitchen, and she started at the bottom—peeling shallots. When she was moved up to pastries, Feniger came on board to replace her. The two became close friends as they followed each other from station to station, learning as much as they could. They went their separate ways for a couple of years, studying abroad, but they kept in touch. When Milliken found herself running the small kitchen at City Cafe in Los Angeles, she invited Feniger to join her. Soon they were owners and operators of the restaurant by its new name—Border Grill. The partners subsequently launched City Restaurant, which was an immediate hit.

From watching the two work together during their Chefs Stage performance, it was evident that they have a unique chemistry and a very approachable style. Even during preparation, there was a singleness of purpose as they gathered their ingredients and consulted on the use of unfamiliar utensils and appliances and the placement of their props. And while they worked on their two dishes—a warm shredded-chicken salad and a Thai pork-dumpling soup—their running commentary blended smoothly for a creative teaching style.

Throughout the demonstration, both women constantly tasted the food—not an accident, but a philosophical decision that Milliken explained. "You have to taste things constantly—up to 20 times for one dish while you're preparing it. You have to stop what you're doing and think about the taste so you can proceed. And you also have to try to imagine what the complete dish will be like." Milliken proved this point toward the end of the session. Upon tasting the soup, she announced, "Needs soy." Feniger had a quick comeback: "That's why she's my partner."

Along with their Chefs Stage appearance, Milliken and Feniger participated in the Salute to Excellence student forum held during the Show. When a student addressed the issue of sexism by asking, "Is it easier to be a woman chef on the West Coast?" Feniger replied fervently, "The industry is wide open to everyone now. If we had spent a lot of time worrying about being women, we probably wouldn't be as successful today."

The one piece of advice they seemed most anxious to pass along to the students was: "Always remain humble. . . . There is no need to prove what you know. Learn as much as you can from people, and success will happen naturally."

"Stay humble and be willing to learn," was the message Mary Sue Milliken (left) and Susan Feniger gave to students at the Salute to Excellence student forum. The partners took time to autograph copies of their new cookbook, *City Cuisine*.

MOROCCAN CHARMOULA

An excellent marinade for fish, lamb or chicken

Ingredients:
1 Tbs. paprika
½ tspn. cayenne pepper
2 tspns. ground cumin
6 cloves garlic, minced fine
½ cup lemon juice
½ cup chopped parsley
½ cup chopped cilantro
1 cup good olive oil
Salt and pepper to taste

Method:
Combine all ingredients in a bowl with a whisk.

Extended with a little extra olive oil and vinegar, it also makes an excellent vinaigrette on grilled tuna, served with an assortment of vegetables, such as grilled peppers, grilled eggplant and little roast potatoes. It is also good on cooked sliced chicken breasts combined with strips of peppers and onions to make a Moroccan chicken salad.

—Joyce Goldstein

A seasoned professionalism

In a country noted for its strong masculine image of ranchers and outdoorsmen, Elise Pascoe—chef, TV cooking-show star, author and critic—is a breath of fresh air from the Land Down Under. With her gleaming white chef's jacket and perfect hair and makeup, Pascoe looked every bit the polished TV performer. Her self-assured demeanor has come through years of building on her culinary expertise by studying, traveling, running a catering business, writing, editing and teaching.

Among her many other culinary pursuits, Pascoe acts as spokesperson for the Australian Meat and Livestock Corporation, and her pride in Australian meats was evident in her preparation of two dishes—beef short ribs with a mustard-herbed crust and poached lamb with a horseradish cream.

Pascoe drew on her broad knowledge of food and cooking as she shared some tips with the audience, among them how meat should feel when it is ready. "Raw meat feels like the flesh between your forefinger and thumb when your hand is barely opened," she claimed. "If you stretch your hand wide, it will feel like meat that is overdone." She instructed the audience to feel for a "springiness" in meat that is cooked correctly.

Elise Pascoe's polished presentation of meat dishes from the Land Down Under reflected her experience as a TV cooking-show host.

Pascoe also recommended what types of wine would go well with the dishes she prepared. That Pascoe's wine expertise is respected in her own country is evidenced by her appointment as a director in the Australian Wine Society—the first woman director in the society's 45-year history.

A shining role model

Joyce Goldstein's name is mentioned in every list of prominent women chefs in America, and whether or not she sees herself as a role model for women starting out, her warm personality and love for her craft make her a shining example of success in the restaurant world.

Goldstein came to the Chefs Stage from her famous San Francisco restaurant, Square One, which serves a variety of foods that reflect her special love for Mediterranean, Italian and Greek foods. Goldstein explained to the audience that her interest in these foods really began during the late 50s and early 60s when she traveled in those countries. "Those were tastes that I missed [when I returned to the United States]," she recalled, so she tried to replicate some of the flavors. Although there is no one recipe for any regional favorite—her discovery of the many versions of spaghetti carbonara while in Rome taught her that—there is always one recipe that becomes a personal favorite. These personal favorites are what Goldstein brings to her customers.

On stage, Goldstein was comfortable and obviously relaxed, no doubt a holdover from her many years of teaching. As she periodically tasted her Moroccan Charmoula marinade (see recipe), Goldstein passed along some tips: "Chop the cilantro and parsley fine—but not too fine—you don't want to lose the texture," and "Remove the sprouts from the garlic—they give it a bitter taste, and this is the time of year sprouts appear."

Although Goldstein had been studying and teaching about cooking for 20 years, it wasn't until 1980 when she went to work for Alice Waters at Chez Panisse in Berkeley that her career in restaurants really began. She started making bread, pizza and pasta, moved on to prep work, soups and salads, and eventually ended up doing it all—from ordering to staff training. She had no illusions when she decided to open her own restaurant in 1984; she knew it would mean long hours and dedication.

In her response to a question from an attendee who asked how she perceived her public image and the image of her restaurant, she said in her warm, straightforward style, "I think of my restaurant as the symbol of my home. I want it to reflect my personality. I try to do what is true to myself and can only hope it expands to please my guests."

THE MEN AT CHEFS STAGE

Many talented male chefs brought their special recipes and cooking tips to share with Show attendees. Among them was Mark Miller of the Coyote Cafe in Santa Fe, New Mexico.

THE MANY FACES OF THE SHOW

More than 100,000 attendees visited the Show floor this year to stay abreast of all the new industry trends. Many exhibitors unveiled new products and new lines at the Show.

Is it the return of the Stone Age? Not really, but "hot rock cooking" has caught on in some areas of the country, and the sound and smell of fresh sizzling meat drew curious crowds to the Frieling USA, Inc., booth where the innovative cooking technique was demonstrated.

Hot-rock cooking employs nonporous stones from the Alps that have the ability to hold very high temperatures for 45 minutes or so. The rocks are heated to 450-500°F and brought to the table in special trays so that customers can cook their own meals, without burning themselves or the furniture. And hot-rock cooking is healthful as well as fun, since there is no need to add any fat to the stones.

You have to be ready when opportunity knocks. And sometimes it may spurt when you least expect it. That's what happened to first-time Show exhibitor John Ronan, who was digging for a well during the Aussie drought of 1986. Instead of water for his livestock, what gushed up was sparkling mineral water—100 million gallons per year. He decided to bottle it. The name "Walkabout Springs" comes from an Aboriginal expression that means "to go from place to place in search of better things." The kangaroo logo comes from an Aboriginal cave drawing. The taste is anything but ancient, however. The most popular flavor at the Show was the kiwi fruit.

America's love affair with sports continues, if the Show floor is any indication. There were Sports Stirs—swizzle sticks in the shape of checkered flags, skis, racquets, golf clubs—helmets and ball-shaped taps for sports bars, and a helmet nacho tray.

CONCERN FOR THE ENVIRONMENT

Many products and marketing techniques on the Show floor this year reflected a growing concern for the environment. "Biodegradable" and "chemical-free" were two of the words that kept popping up on booth signs and sales literature. Products as diverse as grease-eating agents and trash compactors tackled the issue of how restaurants can adopt environmentally safe cooking, cleaning and waste-disposal practices.

Typical of the kind of innovations seen on the Show floor was first-time exhibitor Grease Eater International of Cleveland. The company exhibited products that do just what the company name says—eat grease—but without the use of chemicals or enzymes. Grease Eater worked with DuPont to create special fibers that collect grease and hold it for safe disposal. Company vice president Gary Seesholtz designed three products that use these fibers to collect grease during restaurant cleaning and keep it from entering the sewage system. The first is Grease Police, a 12-by-12-inch mat designed to handle emergency grease spills that occur in restaurants. Each mat absorbs 20 times its weight in animal or vegetable fat. The mat is thrown over the spill for quick absorption, then discarded.

The second product is Mop Mate—a packet of the

△

Show attendees may have thought the Heavenly Hot Dogs van was just another mobile foodservice unit on display. But a closer look at the van revealed its very special purpose—providing a business opportunity for physically disabled entrepreneurs. With its entrance ramp and carefully designed interior, the Heavenly Hot Dogs mobile unit is designed to accommodate a wheelchair-using operator.

Heavenly Hot Dogs, Inc. is not the only foodservice company that has recognized the advantages of providing opportunities to disabled employees. The association's Projects with Industry program held a press conference to call attention to foodservice organizations that have sponsored training programs for workers with various disabilities.

ALSO ON THE SHOW FLOOR

- Stove-top smoker
- Fiber-optic fabrics that glow in the dark
- Fraudulent-bill detector
- French-fry vending machine
- Portable dance floor
- Folding room-service tray
- Laser karaoke
- Multi-lingual receptacles
- Jukeboxes shaped like cars, boats
- Multi-rod sharpener for serrated knives
- Oversized antique posters for nostalgic decor
- Hawaiian flatbread
- All-natural, energy-packed tea
- Wine-flavored salad dressings
- Foil for the microwave
- Immigration and Naturalization Service booth

"AWESOME" PRODUCTS WITH KID APPEAL

At least 50 exhibitors on the Show floor displayed items designed to catch the interest of youngsters—from balloons, bibs and baby chairs—some with twinkling lights—to premiums, giveaways and rides. Not all of them were new or innovative, to be sure, but there were some that could keep the younger set thinking of a restaurant and nudging their parents to return again and again. Here's a sampling.

Splashies make a splash

Take a plastic placemat filled with liquid and intriguing items that move with the touch of a hand. And what you have is a Splashie—an interactive placemat that was designed

Show-goers couldn't keep their hands off the liquid-filled Splashie placemats.

to keep little customers busy for a long time. According to inventor Don Perrin, marketing director of Catena International, Inc., kids often get bored and hungry for attention at restaurants, and their parents welcome distractions. Products like Splashies fill

grease-absorbing fibers that floats on the top of the water in the mop bucket. Mop Mate is attached to the wringer handle or bail with a handy tie, to absorb the grease that collects at the top of the water. One Mop Mate packet lasts a long time, says Seesholtz.

The third grease-absorbing product is an all-purpose wipe. The super-absorbent wipes are machine washable and are as durable as normal bar mops. As a concerned environmentalist and animal-lover, Seesholtz had a chance to prove how effective the wipes can be in very special circumstances. He donated the wipes to a group that worked to save wildlife after an oil spill. The fibers in the wipes helped to absorb the oil from the delicate feathers of birds.

Seesholtz, who is a veterinarian as well as an entrepreneur, is a strong believer in protecting the environment. "It is a re-education process—for the fast food industry especially," Seesholtz noted.

SOLID WASTE: THE NEED FOR ACTION

The Show floor was not the only place where concern for the environment was exhibited. As one of his first official acts, the National Restaurant Association's incoming president Harris "Bud" Rusitzky addressed the issue of solid waste.

During a press conference, Rusitzky named solid waste as his first area of concern for his term as president. "There is a false perception that our industry is a great contributor to the problem of solid waste in our country. In fact, restaurant waste represents less than one percent of the content of landfills." He pointed to the visibility of fast food wrappers as one of the causes for the misperception.

Rusitzky called on the restaurant industry to turn the situation around by cooperating with state restaurant associations, local agencies and governments, to come up with solutions to waste-disposal problems. He also discussed recycling as a solution—especially of cardboard, which represents a significant proportion of solid waste.

In the educational sessions, the management clinic, "Will the Government Take Away Your Takeout?," Nancy Sherman, vice president of public affairs for the Foodservice and Packaging Institute in Washington DC, focused on the issue of solid waste and its impact on the foodservice industry.

the void. Some customers have even been buying them for home use. "It's tough to keep them in stock," reports Bob Knapp of Bob Knapp's Restaurants in Bloomington, Illinois.

Four popular Splashies feature a juggling clown with movable balls, race cars whirling around a track, honeybees buzzing a bear and a train going around a track. The placemats are durable—not possible to destroy by puncturing—and easy to clean. Other Splashie products include menu covers and pouches. On the drawing board are cups and other accessories.

Viewpoint

SEEING THROUGH THE EYES OF A CHILD

by Ken Strottman

In the world of promotional marketing, the difference between an unprecedented success and failure can be the difference between a toy robot and a Transformer, or a plain doll and a Cabbage Patch Kid. It is up to marketing professionals to know the difference and determine what kind of promotional premium and/or license will increase sales and accomplish specific objectives.

As competition continues to heat up in the fight for chain-restaurant business, so does the correlating interest in designing the "perfect" family restaurant promotion.

From kids' mealboxes to charitable donations, promotional marketing to the child-and-family market is more fiercely competitive than ever before. Unfortunately, as everyone in the business is aware, there is no simple how-to formula for developing a sales-shattering premiums campaign. There is one key rule we live by, however. We call it "seeing through the eyes of a child."

With so many simultaneous promotions appearing in the marketplace, it is of the utmost importance to be constantly aware of the latest in lifestyle changes and developing trends to set your promotion apart. In a juvenile-based market, such as family restaurant promotions, a missed hit television series or an overlooked upcoming megahit movie, can mean lost promotional successes.

You must constantly read, watch and listen. The myriad choices are sometimes astounding. The world of motion pictures, television, music, fashion, art and even the trends of the street all have an effect on selecting the most current, most appropriate and freshest promotional program.

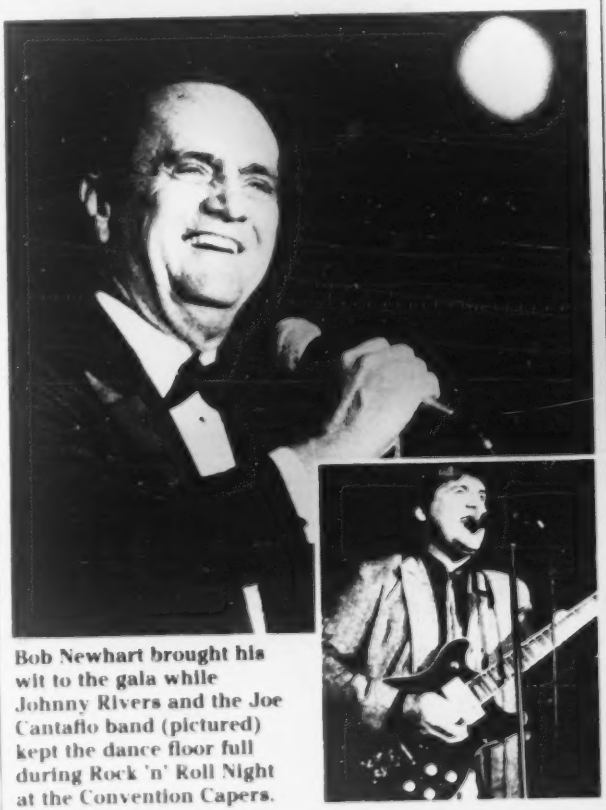
My advice is this: Watch MTV for 30 minutes each week, go to kids' movies, watch the television programs kids are watching, and read trade and consumer magazines that cover all related industries, such as film, video and television. Go to the local park, beach, mall or other gathering spot for kids, and be sure to look at their fashions, listen to their language and watch their interests.

In short, enjoy your youth all over again. Make it your business to keep current, aware and interested. However, not all lifestyle news is of the present tense. Also be aware of nostalgic styles that may be making a comeback. Early television series, old favorite screen stars, fashions and must-haves from 50 or more years ago all have a predictable way of creeping back into the mainstream of American life. Be the predictor.

Ken Strottman is founder and president of Strottman Marketing, Inc., a full service marketing company in Irvine, California, that specializes in promotions directed at children and families.

Let's hear it for teamwork! Two members of Jimmy's Running Team of Hammond, Indiana, were the top male and female finishers of the Ninth Annual Main Course Race held during the Show. Tim Warneke was the race's overall winner with a time of 31 minutes and 15 seconds. Warneke's teammate, Cindy James, was the top female finisher, with a time of 36 minutes and 30 seconds.

Other award winners included Keebler Company, the top corporate team, and Pizzeria Uno, the top team among Show attendees.



Bob Newhart brought his wit to the gala while Johnny Rivers and the Joe Cantaflo band (pictured) kept the dance floor full during Rock 'n' Roll Night at the Convention Capers.

No more "oops!" A carrier called Cup-Tote, introduced on the Show floor, gives consumers a new option to carry their favorite drinks. Each cup is suspended above its center of gravity and the flexibility of the polyethylene allows the carrier to be jostled, bumped and swung around without fear of spilling. ▽

Bud and Joan Rusitzky enjoy their first official moments. △

Using chainsaws, chisels and other finishing tools, the Pennsylvania team of master ice carvers was named Grand Champion in the National Restaurant Association's second annual Ice-Carving Classic. It won with a technically challenging "Devil's Archway," which included a woman brandishing the devil's trident.

Nine teams competed in the Ice-Carving Classic, including teams from Japan, Canada and Mexico and six teams from the United States.

A GROWING INTERNATIONAL FLAVOR

Each year the Show is visited by a growing number of international buyers and exhibitors. This hasn't happened by accident, according to Convention Chairman John Metz. An international marketing program, coupled with past successes in making dealer contacts and selling products, has helped boost international attendance.

JUST THE FAX

If you haven't yet heard of the fax machine, it's time to listen. This little piece of technology is making fast food faster and convenience food more convenient. It's also helping with marketing and paperwork.

As life gets more hectic and people try to cram more into their days, a little machine is making life easier—or at least faster. It's the fax (short for facsimile machine)—a 15-by-15-by-7-inch piece of hardware. The fax machine, which operates by using telephone lines to transmit digital signals, can send, receive and reproduce written material—everything from letters and contracts to menu orders.

Fax is fast

Restaurateurs who operate fast food and takeout operations, especially in sections where there are lots of businesses, have been eagerly acquiring fax machines, reasoning that the new technology is one way to make fast food faster and convenience food more convenient. They believe that if they can save their customers' valuable time by having an order ready at a designated time, and accurately filled, they will be a step ahead of their competitors. As Christina Torres, whose comedy club in Seattle has just begun a lunch takeout business, puts it, "Everyone is going after the takeout dollar. We want to be the ones who make it easier, and I think you can do that with a fax machine."

Faxing food orders has some definite advantages over calling in by phone. First, it frees up the telephone. Second, written instructions leave less room for error—orders by voice can be easily misunderstood. And third, the person ordering can do it at his or her convenience.

Phil's Lunch Box, with 11 branches in business districts in Washington DC, acquired fax machines for its stores a couple of months ago. Phil's urges its customers to keep a copy of its menu on hand and fax in choices the afternoon or evening before, or up to 11 a.m. on the day of pickup. The company promises the order will be ready at the designated time. The minimum for a fax order is $10; $50 to have it delivered.

Phil's, which prepares party platters and caters business luncheons, is hoping to use its fax machines primarily to fill orders for large groups.

New York City's Second Avenue Kosher Delicatessen and Restaurant has had a fax machine since September 1988. Owner Abe Lebewohl values it for its accuracy. "We have countermen of all nationalities," he says. "They have problems with English and their writing isn't always clear. With a fax there are mistakes, but at least they aren't our mistakes."

At Skipjack's, an upscale seafood restaurant in Boston, fax orders are confirmed with an order number sent

Julie Fintel is a regular contributor to ***Restaurants USA.***

back by fax, to make sure the information has been transmitted accurately.

On Wall Street, at least two of the fast food chains, Domino's and McDonald's, have faxes in their stores. McDonald's, which opened two days before Christmas, now fills an average of 15 faxed orders a day, accounting for between $400 and $500 worth of business.

In St. Cloud, Minnesota, Darrell Peterson, owner of the Flat Iron, a small tavern specializing in hamburgers and beer on tap, uses a fax to receive orders. But when he expanded his restaurant and couldn't afford to hire the extra help needed, he came up with another use for the machine—he substituted it for a waitress. Now customers in the new second-story dining room fill in special order forms and fax them to the kitchen below. It's working fine, Peterson claims—so well he eventually plans to put a fax on every one of the room's 24 tables.

Fax facts

While the technology of fax machines has been around a long time (it was invented in 1842 by a Scottish clockmaker), the fax machine, as we know it today, has only been around 20 years. Plummeting prices account for the boom that resulted in one million fax machines being sold last year alone. The National Office Machine Dealers Association predicts that number will more than triple in 1989, and that fax transmissions will jump 36 percent—up from 6.6 million last year. The American Facsimile Association also sees the fax becoming as essential as the office copy machine, with orders skyrocketing. But consumers still see them as novelties. "It's unbelievable; it's like a toy to me," says Lebewohl of Second Avenue Deli. Brenda Duncan, senior marketing manager of the Houston region for McDonald's Corporation, finds a fax machine is a good marketing device. "Customers enjoy the novelty," she says.

Because the machines are still relatively uncommon, restaurateurs agree "if you've got it, flaunt it." Phil's displays posters throughout its stores and places flyers at the cash registers to extol the fax's selling points. Many operations distribute handbills to businesses in the neighborhood, with the restaurant fax number always in large, bold-faced type. Others pass them out to potential customers in centralized locations, such as subway stations. Among them is Wok on Wheels, a marketing and delivery system in Washington DC, that uses a number of Chinese restaurants to fill orders. Customers call or fax in an order. It is then sent by computer to the kitchen of the participating restaurant closest to the client. The order is filled within 30 minutes or the customer gets a $3 discount. The minimum order is $12.

Some operators even use the fax itself for marketing, sending menus or notices of specials to customers by fax. But getting a business's fax number can be a delicate matter. Fearful of having their machines tied up by junk mail, many businesses don't want their fax numbers to be a matter of public record. Lawrence Larson, head of public relations and operations for Michela's, an upscale eatery in Cambridge, Massachussetts, calls on top executives to sell the food and services offered by the restaurant's new takeout operation. If the company is interested in receiving notices by fax, he asks for the fax number and the name of a contact person.

Which fax?

When you decide to buy a fax machine, how do you choose which one it will be? Lawrence Larson, head of public relations and operations for Michela's in Cambridge, Massachusetts, began by going to trade shows. Other operators report having talked to friends and having read consumer publications. All agree it's best to decide what you can afford to spend and which features interest you. Costs range from $900 to more than $6,000.

Some features to consider are an automatic paper cutter, automatic document feeder, memory features such as built-in automatic dialing that can store frequently used fax numbers, and programming capabilities that let you program the machine to transmit a document to a given number of receiving sites when phone rates are lowest. Speed may also be important—some machines are faster than others—so you can save on phone bills as well as time.

Consider also what service agreement will come with your purchase and how much time the company is willing to spend training you to use the machine. Then choose your fax, and enter the world of fax food.

Taking the fax to the max

Fax machines in foodservice operations don't have to be limited to order taking. In fact, many restaurants use them just as other businesses do—as a faster, more accurate means of communicating with other branches, with their headquarters or with other businesses. The Lunch Box stores, in pre-fax days, used to send a messenger every day to each branch to gather up all paperwork. Now the manager simply faxes that information once a day to the main office. "Just from the standpoint of intercompany communication, it [the fax machine] is worth it," says owner Stratton Liapis. "Everything else is icing on the cake." The Lunch Box is also hoping purveyors will get fax machines. "For example, if our manager places an order with a meat company, we have a written record; it doesn't tie up our phone lines, and we don't have to wait for a sales representative to call."

The process works well in reverse, too. Phillips seafood restaurant in Washington DC gets the latest fish prices from its vendors by fax to stay abreast of market changes.

The downside

While most fax owners are enthusiastic, others think the machines leave something to be desired—namely the personal touch. New York's Zabar Deli has a fax, but most customers prefer to phone in their orders or come in person to the store. Hugo Matos, assistant to owner Murray Klein, thinks that's because they like to get some advice before settling on a purchase.

Perhaps someday, in this wonderful age of technology, someone will invent a fax machine that talks back. And better yet, perhaps someday someone will think of a way to fax the food itself to the customer's place of business. Then we really could talk about faxed food. ❑

THE MENU AS STAR

by Judi Radice

Once the doors of the restaurant are open and the diners take their seats, the menu takes its place—center stage. Whether it rests invitingly on the table or comfortably in the customer's hands, it is an introduction to the evening's dining experience. What it says and how it says it announces to the customer what to expect.

Planning

Planning is critical in developing a successful menu. So often the menu presentation is the victim of afterthought, and a good idea can be lost through bad execution. The menu items and graphics should be considered at the earliest stages of designing a restaurant. Once the concept and the theme have been identified, the wheels of conceptualizing the menu and restaurant graphics should be in motion. The more consideration given to this, the more likely the finished product will blend into the total concept of the restaurant.

Tutto Bene, a northern Italian restaurant in San Francisco, has its back wall covered with three huge pastel murals, which are used as inspiration for the menu covers. The covers are printed and trimmed to fit into plastic sleeves. The menu listing itself is generated through desktop publishing and is able to accommodate changes as seasonal items or specials are added. This is a great example of how the concept of a restaurant can

Tutto Bene's distinctive murals are echoed by its menu covers.

Judi Radice is design director of Spectrum Foods Inc. in San Francisco. She has designed award-winning menus and authored three books on menu design, published by PBC International in Glen Cove, New York.

be carried through into the menu presentation.

Details to consider

In much the same way as a play is composed of characters, plot and set, in creating a menu there are a variety of details to consider—from the subtleties of typeface, logo, paper texture, size, weight and choice of color, to the menu item descriptions themselves. The more time is allowed, the greater the likelihood that the menu will incorporate elements that establish the philosophy and visual identity of the restaurant.

Since cost is a critical factor, the menu should be as flexible as possible, so it can accommodate changes and improvements without excessive expense. This is especially important when creating a menu presentation for a new restaurant. Because the initial menu might last only a month or so (as the restaurant evaluates the practicality of the menu presentation), a small initial run or a flexible format to facilitate change is wise.

Seasonal items and the availability of wines present some of the biggest challenges in designing menus that will not be outdated by the time they reach the table. There is nothing more disturbing to the customer than discovering that the restaurant is "out of a few things on the menu." You can avoid this by implementing daily menus or additions, or by having a basic menu that will accommodate changes—either by utilizing your own computer or the help of a local service bureau if the restaurant does not have a computer. With the growth of desktop publishing, the possibilities for greater flexibility and creativity are more accessible and financially feasible than ever before.

Menu content is, of course, a critical element. Despite the efforts of even the most proficient server, a cluttered or misleading menu can be as disruptive as an actor who forgets his lines. The copy is the direct means of telling customers what the restaurant has to offer. It must be clear and concise and communicate a message. The ingredients, method of preparation and taste of the finished dish are some ways to describe listings.

Even shopping bags tie in to the menu at the "21 Club."

Knowing the audience plays an important part in menu design. A restaurant whose patrons do business over lunch should use concise, straightforward language on its menu. The wording on a children's menu, on the other hand, should be entertaining. If a foreign language is used, translations should be provided to avoid intimidating customers.

Finally, of course, every menu should be organized to emphasize those items the restaurant wants to merchandise. And whatever the menu says, it should be consistent with the total concept of the restaurant, supporting and enhancing the customer's expectations.

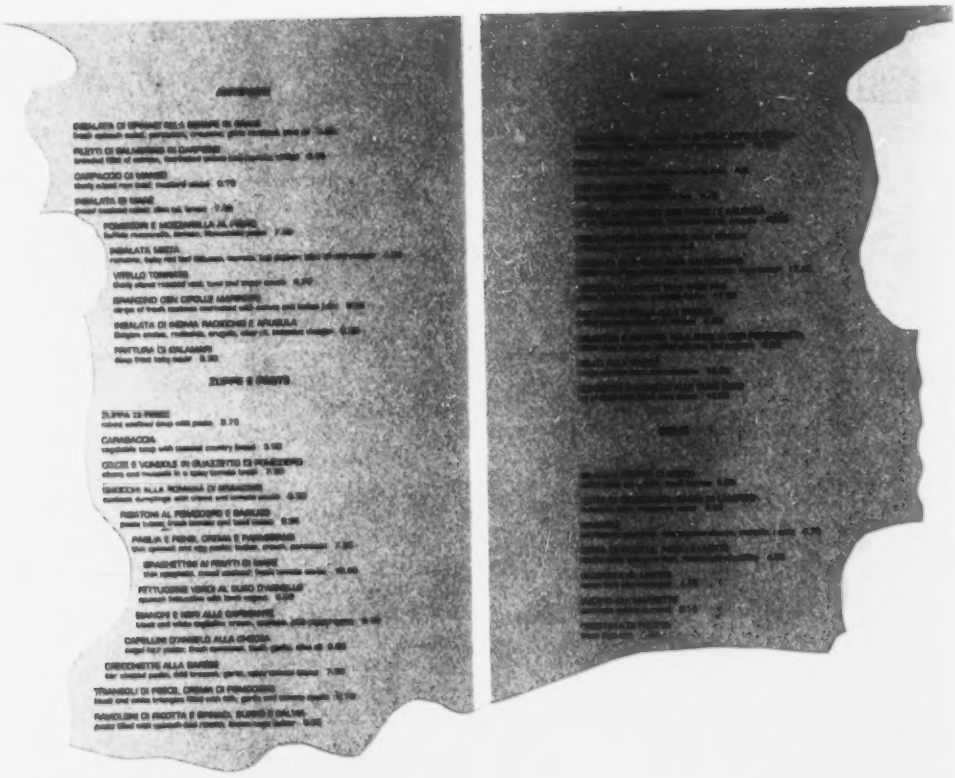
Durability

Durability is an important factor for the protection of menus and printed matter that are handled frequently. Just how long you can expect menus to last has to do with how they are protected. There are many types of protective coatings that can be applied to menus, depending on whether the paper is coated or uncoated. There are film lamination (dull or glossy), varnish, UV and Marcoat—to name just a few. Since each circumstance is unique, it's best to consider the choice of paper and method of coating before the menu is produced. The length of expected use and the available budget will help determine options. Obviously, a daily-changing menu will not need coating as much as one that will be used over and over again.

Coating also affects the image on the paper by enhancing or detracting from it, and a specific color ink changes with the surface on which it's reproduced. The same ink on coated paper appears different on uncoated paper or on a colored paper stock. If there is a special color to match, the ink should be tested before the printing actually takes place, so there are no surprises. Since there are so many choices and considerations that ultimately affect bottom-line costs, it's best to work with someone experienced in the fields of design and printing who can help you make the best decisions. Each restaurant is unique and no single solution can apply to all.

For instance, Guaymas, a Mexican seafood restaurant in Tiburon, California, uses a leather-like synthetic durable paper for the menu cover and a paper resembling tortilla chips for the insert containing the menu items and wine list. The insert paper is preserved with a book lacquer. This menu integrates well with the concept and look of the restaurant.

With its blue cover and scalloped edges, the menu for Tutto Mare ties in with the restaurant's elegant, nautical theme.



tutto mare

© Beatriz Coll

At Ciao, a very chic, bright and lively northern Italian trattoria in San Francisco, a paper placemat that is attractive, functional and understated—much like the restaurant itself—is used for the menu presentation. The placemat prominently displays the logo, evocative of lipstick handwriting on a mirror. The affordable menu blends with the restaurant's interior design, but commands attention without stealing the show.

Finally, so much depends on the actual physical properties of the menu. The subtle uses of color, graphics, logos and typefaces in a restaurant are as important as the costumes, set decoration and stage lighting in the theater. In our visually oriented culture, even the slightest details can have significant effect. The menu should tie in with the signage, napkins, matches and business cards. A notable example is the "21" Club in New York City. It even has shopping bags!

In short, the menu should stand by itself as the star of a major production. ❑

Credit-card use at restaurants is growing

Credit-card spending is on the rise. Major-credit-card spending alone reached $235 billion in the United States in 1987—up from just $79 billion in 1980—an average annual growth rate in credit-card expenditures of nearly 17 percent. This article examines what's happening with credit cards in different segments of the foodservice industry and discusses consumer perceptions and use of various major credit cards.*

NPD CREST research shows that credit cards are penetrating all segments of the restaurant industry. In 1988, credit-card expenditures accounted for 8.1 percent of total foodservice sales—up from 6.4 percent in 1982. All three industry segments—quickservice, midscale and upscale—have seen steady increases in credit-card charges since 1982.

Upscale restaurants experienced the greatest proportion of credit-card expenditures, with charges accounting for 29 percent of 1988 sales—up from 21 percent in 1982. As a general rule, the more expensive a restaurant, the greater the percentage of credit-card expenditures. Higher-check, upscale establishments reported that credit-card charges represented 40 percent of sales in 1988, compared to 22 percent for moderate-check, upscale operations.

Credit-card use varied among different upscale concepts. Higher-check steak and varied-menu restaurants rang up the highest percentage of credit-card sales (43 percent), followed by hotel and seafood restaurants (36 percent). Among moderate-check upscale establishments, relatively high levels of credit-card use were exhibited by barbecue restaurants (27 percent) and steakhouses (24 percent).

Customers showed much less of an inclination to charge purchases at midscale and quickservice restaurants. Credit-card purchases accounted for 5 percent of 1988 sales at midscale restaurants and only 1 percent of quick-service sales. However, with the recent entrance of major credit cards into the quickservice market, this figure is expected to increase in the years ahead.

Who uses credit cards?

More households now have credit cards. In 1986, 71 percent of all U.S. families had at least one credit card, up from 51 percent in 1970, according to the Survey Research Center at the University of Michigan.

According to a 1986 study by the Survey Research Center, as family income increases, so does the likelihood of owning a credit card. In 1986, 97 percent of all families with annual incomes in excess of $50,000 had at least one credit card, compared to only 42 percent of families with annual incomes of less than $10,000.

Higher-income families were also more likely to incur greater credit-card debt, with families earning more than $50,000 averaging $2,364 in outstanding credit-card balances, compared to $533 for those making less than $10,000 annually. However, 63 percent of families with annual incomes in excess of $50,000 said at the time of the survey that they had no outstanding credit-card debt, in contrast to 37 percent of families with annual incomes less than $10,000.

Survey results indicate that middle-income families (those earning $30,000 to $50,000) could be caught in a squeeze of consumer debt. Seventy-one percent of these families stated that they had an outstanding credit-card balance, the highest percentage among any income family. Six out of 10 of these families indicated that they hardly ever or only sometimes pay off their monthly credit-card debts in full.

The survey shows that there is some, but not much, disparity in the age of people and their likelihood of being cardholders, with the youngest and oldest adults being the least likely to have credit cards. In 1986, 57 percent of family heads less than 25 years of age had a credit card, while 68 percent of those over 65 years held one.

How do consumers perceive the major credit cards?*

Consumers think that of the four major national credit cards VISA is the most widely accepted credit card and that American Express is the most prestigious.

Consumer perception	VISA	Master-Card	American Express	Discover
Most widely accepted	39%	23%	21%	2%
Most prestigious	20	14	44	4
Best service	20	14	20	8

(n=1000)
*Asked only of those respondents who had more than one major national credit card
Source: *Gallup Bank Advertising News Poll*, March 1989

*Includes expenditures for American Express, MasterCard, VISA, the Discover Card and Diner's Club.

How many restaurant expenditures are charged?

Credit-card use at restaurants is increasing

	Percentage of restaurant expenditures that are charged		
	1982	1987	1988
All restaurants	**6.37%**	**7.63%**	**8.10%**
Quickservice restaurants	.61	.70	.88
Midscale restaurants	3.30	4.87	5.23
Upscale restaurants	21.18	27.23	29.23
Moderate-check, upscale restaurants	—	21.07	21.69
Higher-check, upscale restaurants	—	37.31	40.11

Source: NPD/CREST, *Annual Household Reports*—1982, 1987, 1988

About 8 out of 10 family heads between 45 and 54 years had a credit card—the highest proportion among all age groups. Seventy-three percent of family heads in all other age groups carried a credit card.

How people use credit cards

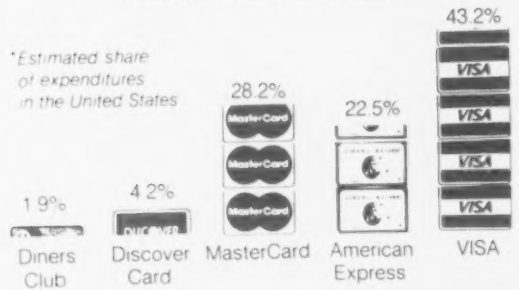
A series of studies conducted between 1970 and 1986 by the Survey Research Center and the Board of Governors of the Federal Reserve System examines how and why different types of people utilize credit cards. Findings from the studies show that cardholders generally conform to either one of two patterns of credit-card charging behavior: "convenience use" for transaction purposes and "installment use" for financing needs. Convenience users almost always repay outstanding balances within the allotted interest-free grace period, while installment users or revolvers usually roll over their balances from month to month and incur finance charges. There is roughly a 50-50 split in number among those who fit into each category.

Convenience users typically charge a larger amount on their credit cards in a specified period of time than revolvers do. In 1986, the average monthly amount charged by convenience users was $366, compared to $267 for revolvers. The amount charged by revolvers and convenience users rises steadily with the income, age and educational attainment of the family head. As retirement age approaches, spending levels off, then declines.

Results from the study also show that the older and the higher-income family heads were more likely to be convenience users. In 1986, just more than two-thirds of those surveyed who had annual incomes of $50,000 or more were over 65 years of age and almost always paid their monthly credit-card bills in full. On the other hand, the second-highest-income and second-oldest family heads were more likely to be revolvers. Only 40 percent of those with annual incomes between $30,000 and $50,000 and 45 percent of those between 55 and 64 years of age almost always paid their monthly credit-card charges in full and on time. Lower-income households and younger household heads, too, were more likely to be revolvers.

Which credit card has the largest market share?*

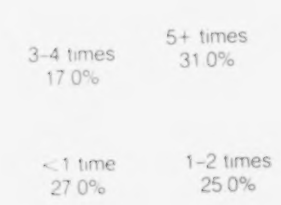
VISA is the market-share leader



Source: Sanford C. Bernstein & Co., Inc.

How often did consumers use credit cards in 1988?

In 1988, nearly a third of all credit-card holders used their card(s) five or more times a month



Source: MasterCard International

Looking ahead

Credit-card use and expenditures have increased rapidly in the last several years, both at restaurants and at other retail establishments, and are likely to continue to do so in the future. According to Sanford C. Bernstein & Co., Inc., an investment-management company, major credit-card expenditures should reach $266 billion in 1988 and exceed $300 billion by 1990.** Moreover, the credit-card industry is undergoing some dramatic changes, forced upon it by competition and new technology. Credit-card companies are aggressively marketing to consumers and have recently expanded their offerings of benefits available to cardmembers to include such services as cash withdrawal at ATMs, personal liability and property damage insurance, and

***1988 and 1989 estimates do not include figures from Diner's Club*

Which credit card is used the most?*

Consumers say they use VISA more than any other credit card

Credit card	Percentage of respondents using card the most			
	All consumers (n=366)	18 to 34-year-olds (n=126)	35 to 54-year-olds (n=194)	55 years old+ (n=99)
VISA	35%	29%	35%	44%
MasterCard	25	26	26	21
American Express	11	14	13	3
Discover	5	6	1	9
J.C. Penney	5	7	6	1
Sears	5	6	4	4
Other cards	5	5	6	5
Don't know/refused	2	1	2	2
None	7	6	6	10

*Asked only of those respondents who had more than one major national credit card
Source: *Gallup Bank Advertising News Poll*, March 1989

frequent-flier bonuses with certain airlines. In fact, industry experts are forecasting that it won't be long before the introduction of "smart cards," cards equipped with computer chips that will be able to electronically debit a customer's bank account and credit a merchant's account as soon as a purchase is made. This and other exciting future developments should present some interesting opportunities for restaurant operators to cash in on the transition to a more cashless society.

—*Sebastian O'Kelly*

Market-share leaders

VISA is the market-share leader among the major credit cards, holding 43 percent of total credit-card expenditures in 1988, according to Sanford C. Bernstein & Co., Inc.. MasterCard is the closest competitor, with a 28 percent market share; followed by American Express, at 23 percent; Discover, at 4 percent; and Diner's Club, at 2 percent.

VISA's dominance is due to a wider merchant and customer base (more than 6.5 million establishments worldwide accept the VISA card). Consumers also use VISA more than any other card. According to a 1989 Gallup-Bank Advertising News Poll, 35 percent of survey respondents stated that they used their VISA card more than any other credit card, and 39 percent felt that VISA was the most widely accepted card among establishments. Twenty percent said that VISA had the best service, the same percentage that cited American Express.

Older consumers said they were more likely to use VISA; 44 percent of those 55 years old and older said they did so, compared with 35 percent of 35 to 54-year-olds and 29 percent of 18 to 34-year-olds.

VISA has recently entered into agreements with two major fast food companies to set up credit-card operations. Test-market results have shown VISA purchases at these fast food establishments to average 75 percent higher than cash transactions.

The most prestigious card

In the Gallup-Bank Advertising News Poll, 44 percent of respondents cited the American Express card as the most prestigious credit card, more than double the 20 percent reported for VISA. This perception may be related to American Express's relatively affluent clientele. American Express cardholders have an average annual household income of more than $62,000, and 80 percent are in professional, managerial, technical and sales occupations. Sixty-five percent of American Express cardholders are men.

Eleven percent of consumers said they use American Express most among their credit cards, far fewer than for VISA and MasterCard. However, a higher percentage of younger and middle-aged consumers said they use American Express the most than did older individuals. Fourteen percent of 18 to 34-year-olds and 13 percent of 35 to 54-year-olds labeled American Express as their card of choice, compared to 3 percent of those 55 years old and older.

According to the Nilson Report, a credit-card-industry newsletter, there were 30 million American Express cardholders worldwide in 1988, third in number behind top-ranked VISA at 185 million and MasterCard at 137 million. Yet the American Express card accounted for nearly one-fourth of all credit-card expenditures in 1988, which indicates an above-average annual expenditure rate for American Express cardholders. According to the American Express Company, cardholders use their card in restaurants at an average of three times a month, for a total of $150.

New card on the block

Since its introduction in 1985, the Discover Card has quickly emerged as a force to be reckoned with in the major-credit-card market, accounting for 4 percent of expenditures in 1988. By aggressively marketing to Sears credit-card holders as well as to new customers, the Discover Card has gained appeal among many middle-income groups. The average cardholder is 46 years old and has an annual income of $35,900.

Overall, 5 percent of consumers identified the Discover Card as their most frequently used credit card, according to the Gallup-Bank Advertising News Poll.

The Discover Card is most popular with both older and younger customers. Nine percent of those 55 years old and older named the Discover Card as their most-used credit card, and 6 percent of those between 18 and 34 years of age stated the same. Only 1 percent of 35 to 54-year-olds cited the Discover Card as the one they use the most. Fifty-one percent of Discover cardholders are women.

1989 winter quarter CREST* report

After a year in which total restaurant-industry traffic advanced a sluggish 0.5 percent, 1989 started out on a somewhat brighter note, with first-quarter traffic up 2.1 percent over the same period a year ago. This gain comes after two consecutive quarters of traffic declines.

Percent change in quarterly traffic spring 1986–winter 1989

After two consecutive quarters of decline, traffic rebounded in the first quarter of 1989

Year	Quarter	Percent change*
1986	Spring	3.2%
	Summer	0.3
	Fall	3.0
1987	Winter	3.2
	Spring	2.6
	Summer	3.6
	Fall	4.5
1988	Winter	3.2
	Spring	1.2
	Summer	(1.6)
	Fall	(0.3)
1989	Winter	2.1

*Percent change is over prior year

Source: NPD CREST, *Quarterly Household Reports*

Upscale establishments reported the largest increase in customer counts, up 4.5 percent, and the number of eater occasions at quickservice eateries advanced 3.3 percent. Customer traffic at midscale operations, however, dropped by 1.9 percent in the winter quarter.

Takeout continued to be the driving force behind industry growth, with the number of off-premises eater occasions gaining 5.2 percent. All segments of the industry experienced increases in traffic to go, with upscale restaurants witnessing the largest gain at 7.8 percent (see chart).

On-premises eater occasions dipped a slight 0.2 percent in the winter quarter. Only upscale restaurants saw an increase in on-premises traffic, up 4.3 percent.

Restaurant patronage at lunch and dinner increased 1.6 percent for the quarter but decreased slightly (0.3 percent) at breakfast. Takeout traffic rose at all three meal periods, with the largest gain, at 5.7 percent, coming at breakfast. Off-premises lunch visits advanced 5 percent, and dinner visits rose 3.5 percent. However, traffic fell at all three meal periods for on-premises dining—down 3.3 percent at breakfast, down 0.6 percent at lunch and down 0.1 percent at dinner.

Promotions

The percent of restaurant occasions involving a promotion was 18.6 percent for the winter quarter, up slightly from 18.4 percent in 1988. Promotional use increased to 21.2 percent at quickservice operations and 13.7 percent at upscale establishments. At midscale establishments, promotions accounted for 13.4 percent of restaurant occasions, down from 14.2 percent in 1988.

The percent of occasions involving a promotion rose at both lunch and dinner, but decreased at breakfast. Promotions accounted for 24 percent of dinner occasions, 17.4 percent of lunch occasions and 13.5 percent of breakfast occasions (down from 14.9 percent).

Average check size

The average per-person check for the industry was $3.82 in the winter quarter—up 3 percent from $3.71 a year ago. Midscale restaurants experienced the largest increase in average check size, up 3.3 percent to $4.47. Average check size at quickservice establishments was $2.80, up from $2.73, and reached $9.62 at upscale restaurants, up from $9.36.

The largest increase in the average per-person check occurred at dinner—a gain of 3.7 percent to $4.92. Average check size rose from $3.42 to $3.50 for lunch and from $2.40 to $2.42 for breakfast.

On-premises vs. off-premises winter quarter growth

Takeout continues to drive industry traffic growth

	Percent change in traffic*		
	Total	On-premises	Off-premises
All restaurants	2.1%	(0.2)%	5.2%
Quickservice restaurants	3.3	NC	5.6
Midscale restaurants	(1.9)	(2.5)	1.4
Upscale restaurants	4.5	4.3	7.8

*Percent change is over prior year
NC=No change

Source: NPD CREST, Quarterly Household Reports, 1988, 1989

*CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.

New data on likelihood of dessert orders

A new 1989 National Restaurant Association Gallup survey examines how likely consumers would be to order dessert during three occasions—dinner at an expensive tableservice restaurant, dinner at a low to moderately priced tableservice restaurant and lunch at a tableservice restaurant. It also discloses the demographic characteristics of those likely to order particular dessert items.

Consumers showed the greatest preference for ordering desserts at dinner, especially at higher-priced establishments. Twenty-nine percent of respondents said they were likely to choose dessert at a higher-priced restaurant, compared to 20 percent who would do so at a low to moderately priced eatery.

Patrons showed less interest in ordering dessert at lunch, with 16 percent saying they are likely to do so. In fact, nearly two-thirds of the survey respondents stated that they are not at all likely to order dessert during the midday meal.

Top choice—fruit

Among all the desserts covered by the association's survey, fresh fruit had the greatest appeal. Forty percent of the respondents said that they are likely to choose this item. After fresh fruit, patrons mentioned ice cream (32 percent likely to order), pies/tarts (28 percent) and fruit-based desserts like cobbler or baked fruit (23 percent).

Consumers displayed less interest in cakes, brownies/cookies and other pastries, with less than one in five saying they were likely to select these dishes as restaurant desserts.

Dessert preferences by age

Restaurant desserts at an expensive tableservice restaurant had the greatest appeal for 35 to 49-year-olds (38 percent likely to order) and 18 to 24-year-olds (36 percent). Twenty-five to 34-year-olds were slightly less interested in ordering desserts at these establishments—31 percent indicated that they would do so.

Older consumers showed the lowest preference for desserts at dinner at expensive tableservice restaurants, with one out of five respondents between 50 and 64 years of age and one out of six individuals 65 years old or older saying they were likely to order dessert.

A similar pattern emerged when examining who was likely to order dessert at dinner at a low to moderately priced tableservice restaurant and at lunch at a tableservice restaurant. Once again, 18 to 24-year-olds and 35 to 49-year-olds expressed the greatest likelihood of ordering dessert on these two occasions, while 25 to 34-year-olds and older customers displayed slightly less interest in this option.

Dessert preferences by income and sex

According to the survey, level of interest in restau-

Which desserts are customers likely to order?*

Fresh fruit tops the list of restaurant desserts

Dessert items	Percent of adults likely to order	Percent of adults not at all likely to order
Fresh fruit	40%	37%
Ice cream	32	40
Pie/tart	28	49
Fruit-based dessert	23	48
Sundae	21	55
Pudding/custard/mousse	21	52
Sherbet/sorbet	21	56
Cake	19	58
Brownie/cookie	14	63
Other pastry	14	58

*Respondents could list as many answers as apply
Source: National Restaurant Association Gallup Survey, 1989

What age group is most likely to order desserts?

18 to 24-year-olds and 35 to 49-year-olds show the greatest preference for restaurant desserts

Meal period	Percent likely to order: All age groups	18 to 24 yrs.	25 to 34 yrs.	35 to 49 yrs.	50 to 64 yrs.	65+ yrs.
During dinner at an expensive tableservice restaurant	29%	36%	31%	38%	20%	16%
During dinner at a low to moderately priced tableservice restaurant	20	29	21	22	16	13
During lunch at a tableservice restaurant	16	18	14	19	16	12

Source: National Restaurant Association Gallup Survey, 1989

Do more men or women favor desserts?

Men are more likely than women to order dessert during dinner at an expensive tableservice restaurant

	Percent likely to order	
	Men	Women
Dessert during dinner at an expensive tableservice restaurant	34%	26%
Dessert during dinner at a low to moderately priced tableservice restaurant	19	20
Dessert during lunch at a tableservice restaurant	15	16

Source: National Restaurant Association Gallup Survey, 1989

rant dessert differs among income groups. Higher-income households were more likely than lower-income households to consider dessert during dinner at an expensive tableservice restaurant. Thirty-seven percent of households with an annual income of $30,000 or more and 33 percent of households with an annual income between $20,000 and $30,000 said they were likely to order dessert for dinner at an expensive tableservice restaurant. On the other hand, less than one in four households with annual incomes less than $20,000 said they were likely to choose this option.

Lower-income groups, however, did express more interest in ordering dessert during dinner at a low to moderately priced tableservice restaurant and during lunch at a tableservice restaurant than did higher-income households—22 percent of those with annual incomes less than $15,000 said they were likely to order dessert during dinner at a low to moderately priced tableservice restaurant, compared to 16 percent with annual incomes in excess of $30,000. At lunch, the percentages were 20 percent for lower-income groups and 10 percent for those with annual incomes in excess of $30,000.

Dinner dessert at an expensive tableservice restaurant proved to be a more popular choice among men than women. One out of three men stated they were likely to select dessert on this occasion, compared to one out of four women. However, there were no differences between men and women when it came to ordering dessert during lunch at a tableservice restaurant or during dinner at a low to moderately priced tableservice restaurant.

Regional preferences

Regional consumer preferences for dessert varied, depending on the restaurant occasion. Dessert during dinner at an expensive tableservice restaurant carried the greatest appeal among consumers from the East (39 percent likely to order), followed by consumers from the South (28 percent), the Midwest (26 percent) and the West (22 percent).

Easterners were much less inclined to order dessert for dinner at a low to moderately priced tableservice restaurant (25 percent). A similar proportion of Southerners expressed a likelihood of ordering dessert on this occasion, but consumers from the West (15 percent) and Midwest (14 percent) were less interested.

Dessert for lunch at a tableservice restaurant was most popular among Southerners (19 percent). Midday dessert had moderate appeal for Easterners (16 percent), and only one in 10 consumers from the Midwest and West showed interest in this option.

—Sebastian O'Kelly

Who orders particular types of dessert?

Pie/tart
- ☐ Men
- ☐ Those 65 years of age or older
- ☐ Households with annual incomes of less than $15,000
- ☐ Consumers living in the East, South and Midwest

Cake
- ☐ Women
- ☐ 18 to 24-year-olds
- ☐ Households with annual incomes of less than $30,000
- ☐ Consumers living in the East, South and Midwest

Other pastry
- ☐ Women
- ☐ 18 to 24-year-olds
- ☐ Households in all income brackets
- ☐ Consumers living in the East, South and West

Ice cream
- ☐ Men
- ☐ 18 to 24-year-olds
- ☐ Households in all income brackets
- ☐ Consumers throughout the United States

Sherbet/sorbet
- ☐ Both men and women
- ☐ 18 to 24-year-olds and 35 to 49-year-olds
- ☐ Households in all income brackets
- ☐ Consumers living in the East

Sundae
- ☐ Men
- ☐ 18 to 24-year-olds
- ☐ Households with annual incomes between $20,000 and $30,000
- ☐ Consumers living in the East and South

Fresh fruit
- ☐ Women
- ☐ Older and younger adults
- ☐ Households with annual incomes less than $15,000 and households with annual incomes between $20,000 and $30,000
- ☐ Consumers living in the East and South

Fruit-based dessert, like cobbler or baked fruit
- ☐ Men
- ☐ 18 to 24-year-olds and 35 to 49-year-olds
- ☐ Households with annual incomes between $20,000 and $30,000
- ☐ Consumers living in the South

Pudding/custard/mousse
- ☐ Both men and women
- ☐ 18 to 24-year-olds and those 65 years old and older
- ☐ Households with annual incomes of less than $15,000
- ☐ Consumers living in the East

Brownie/cookie
- ☐ Both men and women
- ☐ 18 to 24-year-olds
- ☐ Households with annual incomes of less than $15,000
- ☐ Consumers living in the East, South and Midwest

The foodservice industry 1987: A brief review

*For the 20th consecutive year, the National Restaurant Association has prepared information on the size and scope of the foodservice industry, including sales and purchases for major markets, number of establishments and alcoholic-beverage sales. The figures and analyses reported here provide a summary of the industry's performance during 1987.**

Foodservice industry sales reached $203.1 billion in 1987, a 7.5 percent increase from 1986. Real sales (adjusted for inflation) advanced 3.6 percent, slightly ahead of the 3.4 percent real growth in the Gross National Product (GNP). Sales growth was larger in 1987 than in 1986, when it was 3.0 percent. Overall, 1987 marked the seventh consecutive year of real growth for the foodservice industry.

The proportion of the food dollar spent away from home continued to climb, reaching 42.1 percent in 1987, up from 41.4 percent in 1986. In addition, the proportion of disposable personal income allocated to food away from home rose slightly, from 5.60 percent in 1986 to 5.67 percent in 1987.

Menu prices, as measured by the Consumer Price Index (CPI) for food away from home, advanced 4.0 percent in 1987, virtually equal to the 3.9 percent rise in 1986.

Commercial Foodservice Group sales reached $179.7 billion in 1987—up 8.0 percent over 1986, or a 4.0 percent advance in real terms. Commercial foodservice accounted for 98.6 percent of total real sales growth in the industry in 1987, and represented 88.5 percent of all foodservice sales.

Eating place sales, totaling $131.5 billion in 1987, increased 7.9 percent over 1986 and accounted for 64.8 percent of total foodservice sales—up from 64.5 percent in 1986. Inflation-adjusted sales rose 4.0 percent in 1987—well above the 3.4 percent advance in 1986.

Sales at **limited-menu** (fast food) **restaurants** rose 9.0 percent in 1987, reaching $57.2 billion. Fast food sales grew from 14 percent of total foodservice industry sales in 1970 to 28.2 percent in 1987, and accounted for 43.5 percent of eating place sales.

Foodservice sales at **restaurants and lunchrooms** advanced 6.8 percent in 1987 to $66.6 billion. In real terms, restaurant and lunchroom sales grew 2.9 percent. Although personal income (adjusted for inflation) rose only 1.7 percent, consumers shifted their spending away from durable goods to other personal consumption, which boosted restaurant sales growth.

Grocery stores, which includes some convenience stores, maintained a top position as an industry growth leader in 1987, with a 14.5 percent advance in food and drink sales. This is the highest rate of growth among retail hosts. Supermarket takeout business fueled foodservice sales at these establishments.

Institutional foodservice sales were up 3.5 percent in 1987. Passenger and cargo liners showed the highest growth in the segment, posting a 13.1 percent inflation-adjusted sales gain. Foodservice sales at community centers, hospitals, public and private schools and universities, and clubs also showed real growth in 1987.

Food and drink sales for the **Military Foodservice Group** advanced 4.3 percent in 1987 to $1.0 billion. The increase was in part due to the increased numbers of U.S.-based troops on active duty.

***The statistical information and analyses for the National Restaurant Association's study on the size and scope of the foodservice industry in 1987 were prepared in consultation with the research firm of Malcolm M. Knapp, Inc.**

To order the report

Members of the National Restaurant Association can get up to five free copies of the detailed report, *Foodservice Industry 1987 in Review*. Each additional copy costs $5. The cost to nonmembers is $10. All orders must be prepaid.

To order, send your request to the association's Publications Department, 1200 Seventeenth St. N.W., Washington DC 20036. *Note:* Washington DC residents must add 6 percent sales tax to their orders. Illinois residents must add 7 percent; residents of Chicago must add an additional 1 percent, making their total sales tax 8 percent.

If your order is less than $20, include $2 for postage and handling. If your order exceeds $20, add 10 percent to the total cost for postage and handling.

Credit-card orders are accepted over the phone for orders over $10. Call the association's Information Service and Library between 9 a.m. and 5 p.m. (Eastern Daylight Time) at 1-800-424-5156 or (202) 331-5960 in Washington DC.

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Estimated food and drink sales and purchases, 1987

# of units	Type of establishment	Estimated food and drink sales (000) 1986	Estimated food and drink sales (000) 1987	Percent gain (loss)	Estimated food and drink purchases (000) 1987
	Group I: Commercial Foodservice[1]				
	Eating places				
127,844	Restaurants, lunchrooms	$ 62,391,358	$ 66,633,970	6.8%	$ 22,846,189
131,146	Limited-menu restaurants	52,508,562	57,234,333	9.0	18,447,770
7,070	Commercial cafeterias	3,965,078	4,317,970	8.9	1,544,258
4,114	Social caterers	1,594,184	1,756,791	10.2	602,930
8,461	Ice cream, frozen custard stands	1,477,670	1,584,062	7.2	446,705
278,635	**Total—Eating places**	**$121,936,852**	**$131,527,126**	**7.9%**	**$43,887,852**
32,308[2]	Bars and taverns	$ 8,976,119	$ 9,433,901	5.1%	$ 439,856[4]
310,943	**Total—Eating and drinking places**	**$130,912,971**	**$140,961,027**	**7.7%**	**$44,327,708**
	Food contractors				
	Manufacturing and industrial plants	$ 2,824,473	$ 3,041,957	7.7%	$ 1,291,189
	Commercial and office buildings	981,056	1,063,465	8.4	452,494
	Hospitals and nursing homes	1,262,581	1,348,436	6.8	489,411
	Colleges and universities	1,882,392	2,057,454	9.3	637,975
	Primary and secondary schools	935,133	988,436	5.7	348,688
	In-transit foodservice (airlines)	798,431	1,067,654	33.7	512,410[5]
	Recreation and sports centers	1,410,732	1,508,072	6.9	475,043
9,026	**Total—Food contractors**	**$ 10,094,798**	**$ 11,075,474**	**9.7%**	**$ 4,207,210**
	Lodging places				
15,940	Hotel restaurants	$ 9,404,158	$ 10,263,299	9.1%	$ 3,171,346
1,786	Motor hotel restaurants	754,327	789,780	4.7	246,446
8,926	Motel restaurants	1,224,740	1,274,954	4.1	407,408
26,652	**Total—Lodging places**	**$ 11,383,225**	**$ 12,328,033**	**8.3%**	**$ 3,825,200**
	Retail hosts				
10,468	Drug and proprietary store restaurants	$ 449,334	$ 458,770	2.1%	$ 160,570
1,562	General merchandise store restaurants	68,339	72,303	5.8	24,944
4,932	Department store restaurants	1,091,877	1,145,379	4.9	400,882
4,651	Variety store restaurants	224,792	238,504	6.1	83,476
4,156	Food stores (except grocery)	194,461	204,962	5.4	62,513
34,089	Grocery store restaurants	2,988,455	3,421,781	14.5	1,132,610
11,495	Gasoline service stations	1,527,105	1,733,264	13.5	573,710
8,525	Misc. retail (liquor, cigar, etc.")	507,848	552,031	8.7	174,994
107,737	**Total—Retail hosts**	**$ 7,052,211**	**$ 7,826,994**	**11.0%**	**$ 2,613,699**
	Recreation and sports foodservice				
787	Drive-in movies	$ 228,658	$ 253,810	11.0%	$ 73,605
4,820	Bowling lanes	732,982	754,238	2.9	251,915
1,000	Recreation and sports centers	1,093,352	1,204,873	10.2	379,535
6,607	**Total—Recreation and sports foodservice**	**$ 2,054,992**	**$ 2,212,921**	**7.7%**	**$ 705,055**
	All other foodservice				
2,864	Vending and non-store retailers[7]	$ 4,156,228	$ 4,551,070	9.5%	$ 1,374,423
224	Mobile caterers	668,038	713,464	6.8	219,033
3,088	**Total—All other foodservice**	**$ 4,824,266**	**$ 5,264,534**	**9.1%**	**$ 1,593,456**
464,053	**Total—Group I**	**$166,322,463**	**$179,668,983**	**8.0%**	**$57,272,328**

Footnotes

1. Sales and purchases by establishments with payroll.
2. Figures are latest estimates adjusted to reflect merchandise line detail. Sales for 1986 updated where reliable data became available.
3. Sales figure includes only those establishments serving food. However, sales figure is for all bars and taverns with payroll.
4. Food only. Cost of alcoholic beverages totaled $2,971,679,000.
5. Food and drink sales for nonpayroll establishments totaled $3,925,406,000, with eating places accounting for $2,840,532,000 and drinking places $1,084,874,000.
6. Food purchases only.
7. Individual businesses, not locations. Contract feeders are included in eating place totals in all Bureau of Census publications although their sales volume figures are significantly understated.
8. Includes SIC 59 except 591 and 596.
9. Includes sales of hot foods, sandwiches, pastries, coffee and other hot beverages.
10. School lunch commodities furnished in the calendar year 1987 under Secs. 6, 32 and 416 were worth $859,724,073. In addition, 172,736,289 half pints of milk worth $16,617,837 were supplied.
11. Total number of colleges and universities that have foodservice, whether contracted or not.
12. Represents sales or commercial equivalent to employees.
13. Sales (commercial equivalent) calculated for nursing homes and homes for aged only. All others in the grouping make no charge for food served.
14. All 50 states plus the District of Columbia.

*** These institutions make no charge for food served.

Estimated food and drink sales and purchases, 1987

# of units	Type of establishment	Estimated food and drink sales (000) 1986	Estimated food and drink sales (000) 1987	Percent gain (loss)	Estimated food and drink purchases (000) 1987
	Group II: Institutional Foodservice—Business, educational, government or institutional organizations that operate their own foodservice				
	Employee foodservice				
3,465	Industrial and commercial organizations	$ 1,693,778	$ 1,679,601	-0.8%	$ [illegible]
367	Seagoing ships (1,000+ tons)	37,710	34,920	-7.4	[illegible]
4,248	Inland waterway vessels	244,399	261,751	7.1	[illegible]
8,080	**Total—Employee foodservice**	**$ 1,975,887**	**$ 1,976,272**	**0.0%**	**$ 899,979**
	Educational foodservice				
91,387	Public and parochial elementary and secondary schools (89,791 national school lunch program[10])	$ 3,060,127	$ 3,189,407	4.2%	$ [illegible]
1,082	Public colleges and universities[11]	2,173,080	2,268,696	4.4	[illegible]
1,714	Private colleges and universities[11]	1,020,056	1,083,512	6.2	[illegible]
2,796	Total college	3,193,136	3,352,208	5.0	[illegible]
94,183	**Total—Educational foodservice**	**$ 6,253,263**	**$ 6,541,615**	**4.6%**	**$ 4,451,070**
	Transportation foodservice				
59	Passenger/cargo liners	$ 217,578	$ 250,867	15.3%	$ [illegible]
93	Airlines	700,617	579,800	-17.2	[illegible]
2	Railroads	49,405	54,750	10.8	[illegible]
154	**Total—Transportation foodservice**	**$ 967,600**	**$ 885,417**	**-8.5%**	**$ 452,331**
	Hospital foodservice				
4,102	Voluntary and proprietary hospitals	$ 5,192,895	$ 5,385,630	3.7%	$ [illegible]
1,509	State and local short-term hospitals[12]	749,005	790,594	5.6	[illegible]
820	Long-term, general, TB and psychiatric hospitals	832,130	854,065	2.6	[illegible]
342	Federal hospitals[12]	396,155	405,802	2.4	[illegible]
6,773	**Total—Hospital foodservice**	**$ 7,170,185**	**$ 7,436,091**	**3.7%**	**$ 3,320,343**
29,169	Nursing homes, homes for the aged, blind, orphans, mentally and physically handicapped[13]	$ 3,097,659	$ 3,224,663	4.1%	$ [illegible]
	Miscellaneous foodservice				
10,310	Clubs	$ 1,619,906	$ 1,743,019	7.6%	$ [illegible]
2,806	Sporting and recreation camps	126,515	134,738	6.5	[illegible]
15,473	Community centers	450,192	487,558	8.3	[illegible]
N/A	Convents and seminaries	***	***	***	[illegible]
28,589	**Total—Miscellaneous foodservice**	**$ 2,196,613**	**$ 2,365,315**	**7.7%**	**$ 1,426,630**
	Penal institutions				
791	Federal and state prisons	***	***	***	$ [illegible]
3,338	Jails	***	***	***	[illegible]
4,129	**Total—Penal institutions**	***	***	***	**$ 909,216**
171,077	**Total—Group II**	**$ 21,661,207**	**$ 22,429,373**	**3.5%**	**$13,440,673**
635,130	**Total—Groups I and II**	**$187,983,670**	**$202,098,356**	**7.5%**	**$70,713,001**
	Food furnished to foodservice employees in Groups I and II	***	***	***	$ 4,565,372
635,130	**Total—Groups I, II and FSE**	**$187,983,670**	**$202,098,356**	**7.5%**	**$75,278,373**
	Group III: Military Foodservice				
N/A	Defense personnel	***	***	***	$ 2,064,018
700	Officers' and NCO clubs ("open mess")[14]	$ 610,280	$ 633,471	3.8%	213,195
556	Military exchange foodservice	314,960	331,653	5.3	123,740
1,256	**Total—Group III**	**$ 925,240**	**$ 965,124**	**4.3%**	**$ 2,400,953**
636,386	**GRAND TOTAL**	**$188,908,910**	**$203,063,480**	**7.5%**	**$77,679,326**

Source: National Restaurant Association, Malcolm M. Knapp, Inc.

Foodservice Market Measure—April/ May 1989

Approximately 46 percent of adults were foodservice patrons in May, which was similar to the 47 percent who reported that they purchased a meal or snack in a restaurant, fast food place, cafeteria or other eating place in April. In the 12-month period during which the Foodservice Market Measure has tracked consumer behavior, an average of 45 percent of adults reported that they were foodservice patrons on a typical day. The proportion ranged from a low of 43 percent in July 1988 to a high of nearly 51 percent in February 1989.

Of particular note in the past year has been the growing prominence of off-premises patronage, especially at dinner. In April, 21 percent of adults were carryout or delivery patrons; in May, 19 percent purchased food for takeout—well above the 17 percent average from June to November 1988.

Moreover, a significant increase has occurred in the share of off-premises patronage. Carryout and home delivery accounted for a 39 percent share of patronage in the December 1988 to May 1989 period, compared to 37 percent in the prior six months. Between December 1988 and May 1989, off-premises patronage at dinner accounted for a 44 percent share of the total, compared to a significantly lower 39 percent share between June and November 1988.

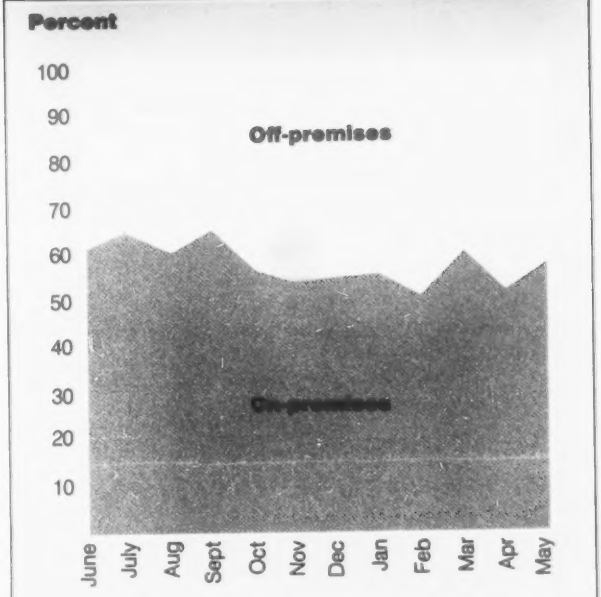
In contrast to what is occurring at dinner, the proportion of adults who purchase breakfast or lunch for off-premises consumption varies slightly from month to month—but no trend is evident. In May, just 1 percent of adults reported that on a typical day they purchased breakfast for off-premises consumption, whereas about 8 percent purchased a carryout lunch.

On-premises patronage, which accounts for the lion's share of business at tableservice restaurants, ranged from a high of 32 percent of all adults on a typical day in July 1988 to a low of 27 percent in March 1989. In May, 28 percent of adults patronized a foodservice outlet for an on-premises meal or snack.

Generally, more adults report eating lunch than dinner on premises at a restaurant. On a typical day in May, nearly 15 percent of adults were on-premises lunch patrons, compared to 13 percent for dinner and 4 percent for breakfast.

—Susan Mills

Share of dinner patrons who ate on premises versus off premises, June 1988–May 1989



Source: National Restaurant Association Gallup Survey

Percent of adults who were foodservice patrons on a typical day in May 1989

	May 1989
On-premises patronage	**28%**
Breakfast	4
Lunch	15
Dinner	13
Snack	2
Off-premises patronage	**19%**
Breakfast	1
Lunch	8
Dinner	9
Snack	2

Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?
   - ☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack,
   - ☐ Purchased takeout food "to go" or had it delivered.
2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?
3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest.

1 NEW ENGLAND

Location: Westerly, RI
Association members: Bill and Ruth Holliday, Bill Holliday, Jr., Larry Smith, Robert Freemer, Thomas Gallo, Ed Goss
Operation: Happy Holliday Restaurant
Profile: Fullservice restaurant
In business: 70 years
Seats: 175
Meals served: Lunch, dinner

When Happy Holliday began 70 years ago, it consisted of three small bars for men. Eventually it began serving sandwiches to go with the drinks and welcoming women. Today it is a fullservice restaurant known for its extensive menu, which features 54 entrees—from seafood to prime rib. Homemade desserts include a grape-nut pudding and ice-cream pies.

Located on the Connecticut-Rhode Island border, 18 miles from New London, Connecticut, the restaurant benefits from a boom that swells a wintertime population of 25,000 to 45,000 in the summer. Manager **Bill Holliday, Jr.,** grandson of the founder, claims Happy Holliday is the busiest restaurant in the area—full most of the time.

Every night the restaurant offers a complimentary buffet in the lounge. There are also ethnic and theme nights, such as a recent beach-party night featuring burgers and hot dogs, T-shirt giveaways and raffles of beach balls and umbrellas.

2 MID-ATLANTIC

Location: Manhattan, NY
Association members: Richard Puzo, Randy and Brian Seltzer, George Lake, Guy Neil
Operation: Georgio Cafe
Profile: Midscale Italian bistro
In business: 3 months
Seats: 80
Meals served: Lunch, dinner

Georgio Cafe is built Italian-bistro style, with a big bar and small tables. Located between the old established neighborhoods of Gramercy Park and the public relations and advertising firms that occupy Park Avenue South, Georgio attracts a predominantly business crowd at lunch. At dinner the residents of the apartment buildings come in, especially the young singles.

Co-owners Puzo and the Seltzers hired consultant Frank Valenza to help them make their restaurant concept a reality.

Selections from the menu include the *Georgio Pizza Special*, a thin-crust pizza with everything on it, and a pasta verde, which uses whatever fresh vegetables are available.

3 SOUTH ATLANTIC

Location: Augusta, GA
Association members: Chris and Bob Cunningham
Operation: Wife Saver
Profile: 9 franchised chicken and seafood restaurants
In business: 24 years
Seats: 35 to 130
Meals served: Lunch, dinner

Wife Saver is a family business run by the sons of the now-retired founder. When the original store was forced to close because the neighborhood changed, the owners decided to locate their new units in neighborhoods where the population was expected to grow. For example, one store was built on a two-lane blacktop road that has since been expanded into a six-lane highway.

Most of the food is intended for takeout. On busy weekends and holidays there is often a wait of 15 to 20 minutes, and customers are encouraged to call in their orders. The menu features Southern favorites, such as fried or barbecued chicken, and seafood that is bought locally whenever possible. Nine vegetables are available to accompany the dinners. Desserts include fresh pies and banana pudding.

Business is best in summer, says co-owner **Bob Cunningham.**

4 EAST NORTH CENTRAL

Location: Evanston, IL
Association members: David Lipschultz, Al Sapp
Operation: Blind Faith Cafe
Profile: Vegetarian restaurant
In business: 7 years
Seats: 150
Meals served: Breakfast, lunch, dinner

Customers of Blind Faith Cafe enjoy vegetarian foods served with flair in a cozy atmosphere. The cafe uses

5 EAST SOUTH CENTRAL

Location: Newport, KY
Association members: George, Chris, Randy, and Spiro Sarakatsannis
Operation: Dixie Chili
Profile: Corporation owning chili parlors
In business: 60 years
Seats: 42 to 99
Meals served: Lunch

George Sarakatsannis.

6 WEST NORTH CENTRAL

Location:

Association members:

Operation:

Profile:

In business:
Seats:
Meals served:

The Landmark Restaurant, on the main floor of the hotel, offers guests a gourmet menu—steak Diane, coq au vin, chicken cordon bleu—or food indigenous to the region, such as buffalo steaks, walleye and trout. But the most popular entree is the prime rib, available in three different cuts. A dessert tray contains homemade pies and cakes; hotel guests receive a free dessert or after-dinner drink.

The economy has been slow, and last year's fires at Yellowstone caused a decline in the number of tourists traveling through the West, but the hotel and restaurant enjoyed a good year, according to manager **David Gamet.** Ellsworth Air Force Base, nearby, brings in guests, and in the winter the hotel is host to many conventions.

7 WEST SOUTH CENTRAL

Location: Vivian, LA
Association members:
Operation:
Profile:
In business:
Seats:
Meals served:

Vivian, 16 miles north of Shreveport, is a small town, and owner **John Hill** figures his potential customers who live within 15 miles. The area is still recovering from the oil recession, but business at the restaurant is good. Hill reports it's gone up a little each year for the past three years.

The restaurant's Mexican food is its biggest draw, but the fried catfish is also popular, as are the famous Aunt Margaret hamburgers (named after a woman who used to own a restaurant in town). Another big seller is the homemade pies, made on premises. Ten kinds are available every day, but the curious choose the *Sawdust Pie*, which features a rich coconut-and-pecan mixture.

The economy of the mostly agricultural area is down, and a rigid tax structure is making it hard to attract new businesses, but co-owner **Suzie Steffanich** reports the restaurant is holding its own.

8 MOUNTAIN

Location: Billings, MT
Association members: Susie and Roger Steffanich
Operation: Roger's Showboat
Profile: Full-service restaurant
In business: 2½ years
Seats: 108
Meals served: Lunch, dinner

An old boat mounted in the front parking lot of Roger's Showboat bears the restaurant's sign and is responsible for the name. But the inside of the three-story contemporary building that houses the dining room and lounge is not at all nautical in its design. The focal point is the large glass windows that overlook a view of the creek behind the restaurant and the wild geese, ducks and deer that can always be found there. In nice weather, patrons can enjoy the same sights from an outdoor deck.

Diners at Roger's Showboat choose from a menu containing more than 48 items, including seven kinds of steaks, three cuts of prime rib and a large seafood selection. A signature item is the *Seafood Ports of Call*—crab, prawns, scallops and oysters sauteed in a wine-and-butter sauce and served with fettuccine.

9 PACIFIC

Location: Santa Ana, CA
Association members: Fred Reiser, Jim Knapp, Brad Miller, Dennis Senft
Operation: Crazy Horse Steak House
Profile: Full-service restaurant with adjoining theater
In business: 10 years
Seats: 200
Meals served: Lunch, dinner

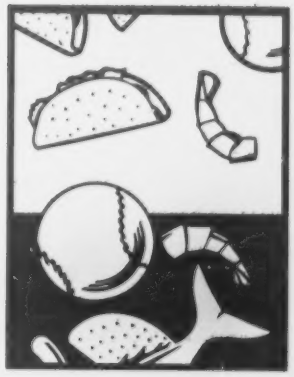
Business is up 12 percent from last year, according to partner **Fred Reiser.** Crazy Horse is divided into two parts, a theater where big names like Ray Charles and Helen Reddy perform, and a restaurant where customers can choose in which old-West look-alike they want to dine—the blacksmith shop, an old hotel, a general store or a gaming parlor. The theater is also a turn-of-the-century replica. Both restaurant and theater contain dummies that actually move, sometimes surprising the entertainers as well as the customers.

Prime rib and fresh seafood are the culinary attractions; most of the fish comes from the nearby Pacific Ocean. A mahimahi dish, served with macadamia-nut sauce, is a big seller. The restaurant believes in doing things the old-fashioned way by baking its own bread, making salad dressings and soups from scratch and cutting its own steaks.

—Julie Fintel

Buy me some peanuts and ...sushi?

What is a trip to the ball park without hot dogs, popcorn and peanuts? Times have changed—and so have the menus at concession stands in baseball stadiums across the country. Baked potatoes, tacos, cinnamon rolls and sushi are some of the nontraditional food items available at the ball game now. Concessionaires in baseball parks and stadiums across the country report that the sale of traditional items continues to dominate, but alternative food items are selling well. Some stadiums are even offering low-calorie foods for health-conscious fans.



Although sushi is available only at San Diego Padres games now, the California Angels had enormous success test-marketing it last year and plan to construct a stand to sell the Japanese delicacy next season.

—USA Today

Credit where it's due?

The sharply dressed businessman orders a burger, fries and a chocolate shake to go, and then hands his Gold Card to the server behind a counter in a fast food restaurant. Seem unlikely? Not if the American Express Company has anything to say about it. The company is serious in its campaign to convince fast food franchises that, despite the company's image as an upscale travel and entertainment company, accepting American Express cards will bring more business to their doors.

The use of credit cards in fast food restaurants is not a new idea. VISA International implemented a trial run of its cards in 36 Arby's and 14 Wendy's restaurants last year. Thanks to technological advancements, the customer's card is run through a system that checks a credit rating in seconds. This speed may convince fast food companies that service would not be slowed by accepting credit cards.

—The Wall Street Journal

A very special delivery

Despite well-defined delivery boundaries for its 525 restaurants, when Godfather's Pizza received a request for a delivery order 1,500 miles away, it found that the request was an order it couldn't refuse.

The plea came from 19-year-old Suzanne Silaz, a native of Omaha, Nebraska, where Godfather's Pizza is headquartered. Suzanne is awaiting surgery in New Haven, Connecticut, to replace her heart and lungs. When asked if there was anything special she would like, Suzanne replied that the thing she would like most would be a Godfather's Pizza—pepperoni on original crust.

Godfather's Pizza officials lost no time in preparing to send Suzanne a taste of home. Five of her favorite pizzas were made up, partially baked and placed in a special container packed with dry ice. The container was shipped to New Haven, with a special note from Godfather's Pizza President Herman Cain inviting Suzanne to visit him at the company's headquarters upon her return to Omaha.

—Godfather's Pizza

Computers put the icing on the cake

Sweet Art of Kansas City, Missouri, makes picture-perfect cakes. The Sweet Art Cake Decorating System uses a computer program to scan a photograph or any graphic image. The image is digitized and stored, and then a robotic arm sweeps over the cake, recreating the image with a fine spray of food coloring. Even though photographs

can only be reproduced in monotones, the system can run graphics—such as line art, live images or company logos—in 14 colors. Sweet Art is working on a system that will produce full-color reproductions.

Approximately 50 bakeries and grocery-store chains have the computer decorating system and report that the personalized confections have been selling like hot cakes.

—PC Computing

Take a critic to lunch

While other chefs may pace the kitchen floor nervously awaiting critics' response to their work, one chef in Houston welcomes critics to his restaurant with open arms. Robert McGrath, chef at DeVille in the Four Seasons Hotel, doesn't believe that the relationship between chefs and restaurant critics need be adversarial. In fact, he invites local food critics and writers to special "menu critique" lunches before he changes the restaurant's seasonal menu. After tasting the dishes, the critics fill out evaluation forms, rating each dish on originality, taste, presentation, composition and workmanship. McGrath takes this input very seriously—to the point of reworking or eliminating a dish that the critics didn't like.

As for the critics, most didn't feel it affected their objectivity. One critic called it a good public-relations move, but claimed she would not have participated if she had planned to review the restaurant in the next year.

—Cook's Magazine

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